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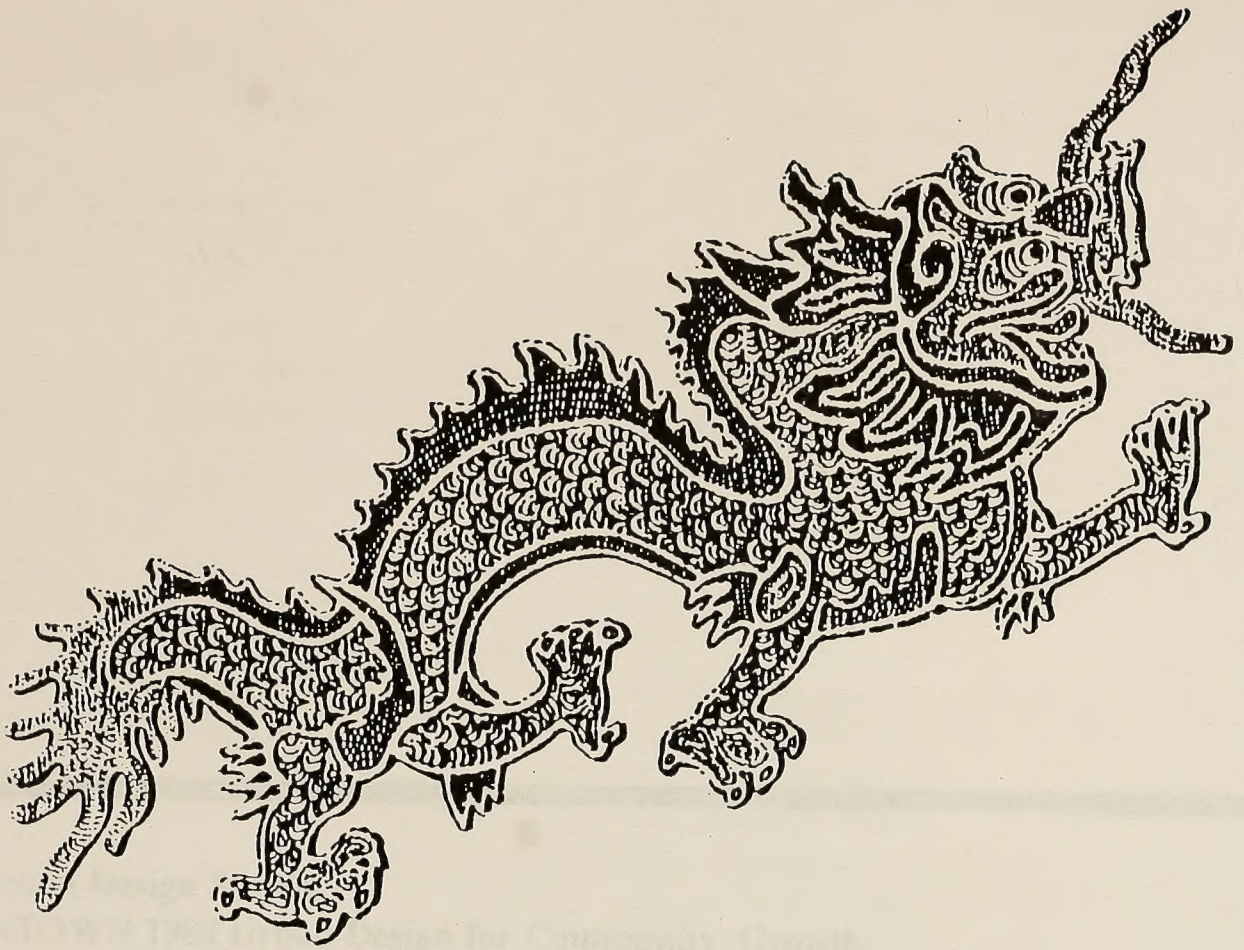

CHINATOWN 2000

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MIT Urban Design Studio
CHINATOWN 1988 Urban Design for Community Growth
In cooperation with the Chinatown/South Cove Neighborhood Council

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INTRODUCTION

It is fortuitous that the first phase of the draft Chinatown Community Plan has appeared this year, almost at the start of the Year of the Dragon: one of the most powerful of the Chinese symbols. On the traditional 12-year cycle, the next Year of the Dragon will be the year 2000. We hope that the next time we see the dragon in the streets of Chinatown, we will also see a Chinatown which fulfills the aspirations of the plan.

CHINATOWN REGAINED

What we think of as Chinatown is, in fact, the core of a neighborhood driven to its present confines by the pressures of the so-called urban-renewal era. Its original land mass was diminished by half during the years when the hospitals were encouraged to expand into its "blighted" residential areas, and unimpeded highway construction sliced off whole sections to the west and the south.

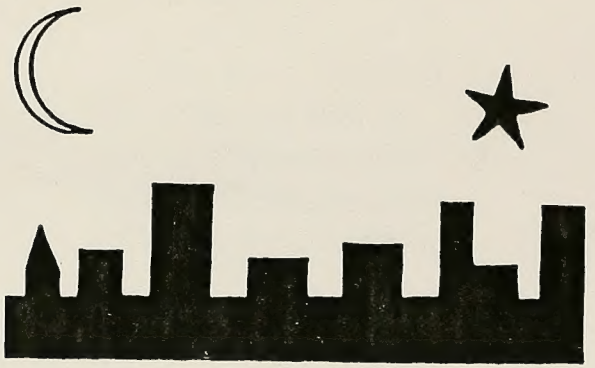
Chinatown at last has the opportunity to regain its integrity as a neighborhood. A new Chinatown Community Plan, which we will refer to in this document as

the "master plan," is now being jointly drafted by the community and the city planners, a document which will set the ground rules for neighborhood development.

In addition, after many years of being seen as marginal, Chinatown is suddenly one of the most strategically located neighborhoods in the entire city. Core Chinatown is surrounded by other areas undergoing rapid conversion, places that are important to the city for further downtown development: the adult-entertainment district (the "Combat Zone"), Downtown Crossing, Park Square, the Massachusetts Turnpike extension and the Washington Street Corridor. The BRA is also trying to move the downtown office market away from the waterfront as reconstruction of the Central Artery gets underway.

Therefore we look beyond the borders of core Chinatown, envisioning a future Chinatown which extends the entire length of Kneeland Street from Tremont Street to Atlantic Avenue. These growth areas include:

- the Midtown Cultural District, where Chinatown has opportunities for new housing, commercial, community, and cultural space;
- The South End along the Washington Street Corridor, where community housing goals in both neighborhoods may be shared; and
- The "Gateway" site: 14 acres of new land, next to Chinatown, which will emerge from the state's Central Artery/Third Harbor Tunnel project in about ten years.



STUDIO PROFILE

The primary aim of the MIT urban-design studio responsible for this document was to set out a vision of the future: to capture a glimpse of Chinatown in the year 2000, after twelve years with the master plan in place.

We are a group of 12 students who came to Chinatown with different backgrounds, skills and levels of experience. Many of us were strangers to Boston, and therefore new to Chinatown. We have tried to respond at every step to the community's aspirations as expressed within the draft master plan.

As planners-, architects- and urban designers-in-training, our specific goal was to present a series of proposals for the Chinatown/South Cove Neighborhood

Council (CNC) to consider while it explores the many avenues of Chinatown community development.

It is our hope that, as a first encounter with ideas embedded in the draft master plan, this document may serve as a useful tool in those efforts.

GOALS OF THE PROJECT

- to restore Chinatown's geographic base
- to repair and re-supply its housing stock
- to reinforce its economic vitality

FIGURE 1
Tufts/ New England Medical Center looms over the Oak Street playground

PHYSICAL PROFILE

Currently, Chinatown consists of a commercial zone north of Kneeland Street to Boylston Street and a residential area squeezed into the blocks south of Kneeland and below the Tufts/ New England Medical Center complex.

Chinatown is located south of the downtown retail shopping district on upper Washington Street. This section used to be barricaded from Chinatown by the imposing presence of the Combat Zone adult entertainment district along lower Washington; the "Zone" is now in decline under the pressure of both escalating real-estate values and law-enforcement efforts.

Chinatown's image, as well as its quality of life, may improve from the elimination of the pornography industry — and associated legal and illegal activities, such as prostitution and the drug trade, which have prospered there. Nevertheless, the advance of multi-million-dollar office and retail projects presents new concerns about gentrification and displacement.

To the northeast is the Leather District, a section of older, somewhat elegant midrise office and warehouse buildings once viewed as a potential area for Chinatown's commerical expansion, but now largely being renovated as upscale offices.

The Park Square area and the Combat Zone are the two ends of what the Boston Redevelopment Authority (BRA) has dubbed the "Midtown Cultural District," targetted as the major new downtown office market with some guidelines still being drafted for integrating arts facilities, Chinatown's cultural activities, and some housing as well as business space for Chinatown's use.

FIGURE 2
The Tyler Street mural and the Dewey Square tower

Across the Massachusetts Turnpike to the south of Chinatown is the South End, historically a mixed-income, multi-racial neighborhood which now has a significant Asian population, displaced from Chinatown by turnpike construction and now centered at the Castle Square housing development.

The part of the South End closest to Chinatown is mixed with commercial buildings, warehouses, and vacant lots, especially along the industrial corridor near the Southeast Expressway and under the elevated track of the old Orange Line (slated for final demolition this year). While to the eye this may seem to be an underdeveloped area, massive redevelopment can be anticipated here, once the Orange Line is replaced. This area will become even more attractive as the tunnel/artery project nears comple-

tion.

Chinatown abuts another area which will be freed by the huge highway project. The area now filled with the multiple ramps at the intersection of the Central Artery and the Massachusetts Turnpike will become an empty seven-acre oval. We have dubbed the combination of this site and another seven-acre parcel over the Central Artery portal the "Gateway."

HISTORICAL PROFILE

Looking at Chinatown as a series of geographical snapshots illustrates its history. It began as an enclave of Chinese workers who migrated to Boston and built the Pearl Street telephone exchange in 1875, settling in the landfill along Washington Street still known as South Cove (as Beach Street was once "the beach"). By 1890, the garment and leather industries had moved in, and

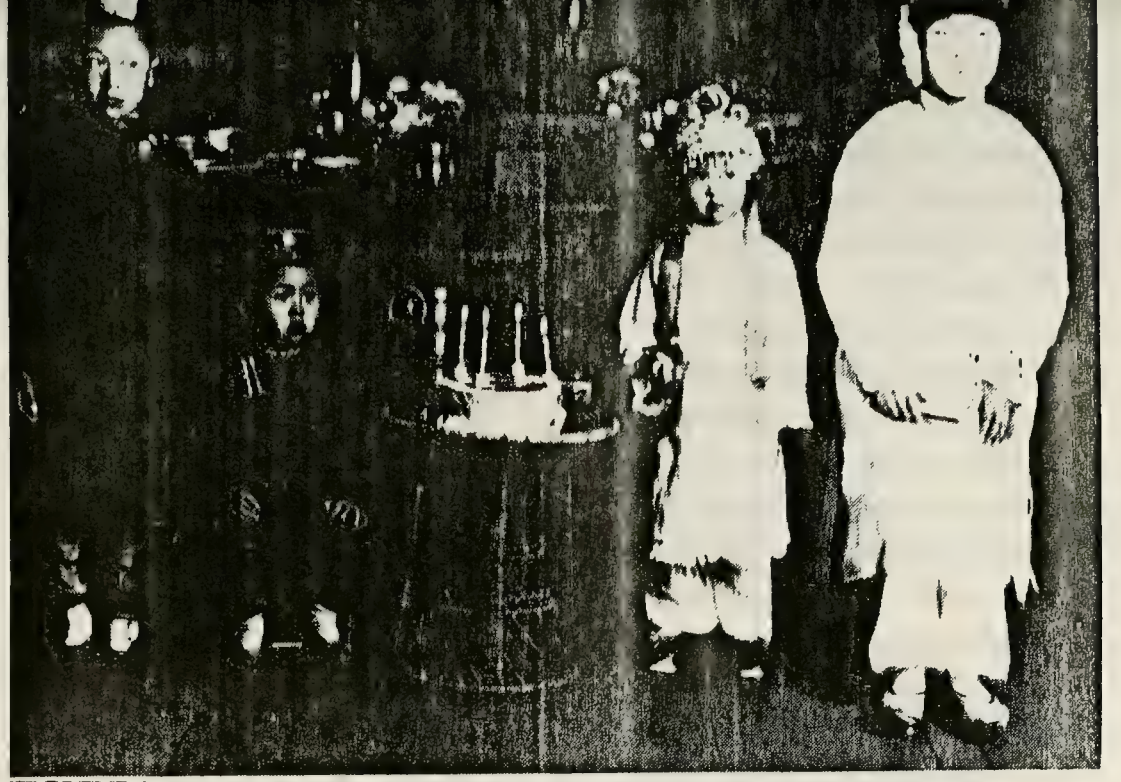


FIGURE 3
A turn of the century birthday party in Chinatown

when other ethnic groups left, it became identified as Chinatown.

The first of the state's highway construction projects which began to displace residents was the Southeast Expressway in the 1960s. It also sliced the Chinese Merchants Association building literally in half; a wall-length mirror now hangs in the auditorium there to create the illusion that the full room still stands.

Later, the Massachusetts Turnpike dispersed other Chinatown residents into Castle Square and other parts of the South End, and hemmed in core Chinatown.

The scars of the urban-renewal days are also still visible. In 1966,

the Tufts/New England Medical Center (at that time referred to together as T/NEMC, but now operating as separate development organizations) signed a "memorandum of understanding" with the BRA targetting much of South Cove for the expansion of Tufts University's medical school and NEMC as its affiliated hospital. Several residential parcels of land then which were taken by eminent domain and cleared are still empty.

The community felt powerless to countermand the plans sanctioned by the city. However, when in 1977 T/NEMC bought two buildings outside its agreed-upon boundaries, putting 800 garment-factory jobs at risk, Chinatown rallied. Many Chinatown households depended on these jobs, and the community feared displacement would not stop there. A coalition of agencies and organizations formed during the long tug-of-war, which finally resulted in a settlement with T/NEMC including developable land for housing, as well as money for scholarship funds and job training. Some of the jobs were salvaged at a South Boston industrial park, but not necessarily filled by Chinatown residents. The coalition also tried, unsuccessfully, to find funds for a planning study for and by the community.

Not until1987 when the CNC and other neighborhood organizations stopped a proposed 750-car NEMC garage and began mobilizing against a bid to move yet another hospital into the neighborhood, did the city agree to work in partnership with the CNC on a Chinatown master plan.

In July 1987, the city began funding the CNC for a staff director and consultants to produce a "community-based" master plan together with BRA staff. While leaving the door open for some underground NEMC parking, it also declared a virtual moratorium on new Chinatown institutional expansion until the master plan was done.

The CNC approved the draft master plan in late February, and the community ratified it at a local meeting soon after. The next phase of the master-planning process will address strategies and action in more detail for each policy goal. Meanwhile, development is already accelerating in the Combat Zone and Midtown area.

I NSTITUTIONAL PROFILE

For 30 years, Chinatown's fate has been determined by largely by forces outside of the community: city planners, state highway builders, and the hospitals. Now, however, some city planning policies have been pressured to

change. In addition, the community formed an important coalition that stayed together through a series of neighborhood confrontations.

The BRA's approach to community development has changed since the advent of the administration of Mayor Ray Flynn. Although no neighborhood has had as thorough an involvement in the master-planning process as Chinatown, a number of local advisory committees are working with the city to bring the antiquated Boston zoning code up to date. In addition, these groups are reviewing major neighborhood development proposals.

The Flynn administration has also sponsored a housing and jobs "linkage" policy. Under the linkage mandate, developers of downtown commercial projects over 100,000 square feet in size are required to contribute $5 per square foot to a housing fund and $1 per square foot to a jobs fund.

The CNC is a symbol of the transformation that occured several years ago among community organizations and factions in Chinatown. A coalition uniting Chinatown's multiple interest groups came together after a 1984 personal assault that was perceived as an attack against the entire community. This was the police-bruality case in which a vice-squad detective was charged with beating a Chinese passer-by. The incident catalyzed the community, and the coalition effort transcended the historic divisions by generation, ideology and political alliance. The coalition stayed intact when different organizations were given seats on the CNC, and was able to agree

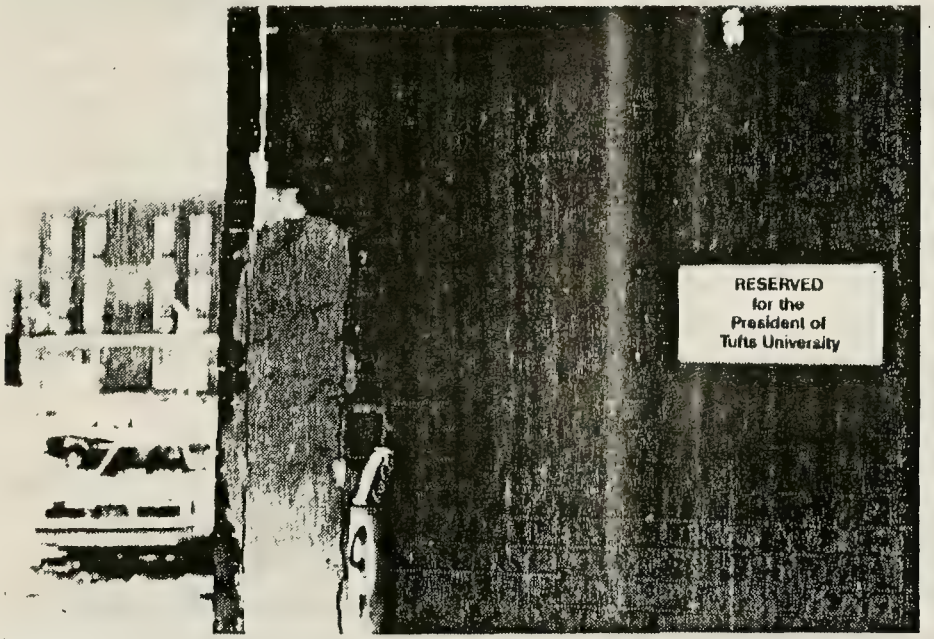


FIGURE 4
Parking is at a premium in the conjested Chinatown neighborhood

on a basic planning document for Chinatown.

Hospital planners in Chinatown have continued to push hard for more beds and other facilities. The NEMC stalemate was a significant victory for the community. The medical sector is likely to get an overall boost from the BRA in the near future, however, since it has been identified as a major growth area for Boston's economy.

DEMOGRAPHIC PROFILE

Demographic data on Chinatown has often been hard to separate put from statistics on Chinatown as a whole. Defining the borders by census tract, and finding correlative figures that consistently include or exclude the South End Asian population, has also been tricky.
However, based on a comparison of U.S. census data and new surveys conducted by the BRA for the master-planning process, it seems clear that Chinatown's population has grown significantly; even within its current confines: a 1987 BRA housing survey estimated the population of Chinatown at 5100, almost 50 percent more than the 1980 count of 3500 and three times the 1970 estimate of 1475 residents.

The proportion of Chinese and other Asian residents in the neighborhood seems to be changing somewhat: almost a 10 percent drop in Chinese since 1980. This figure probably reflects the influx of Southeast Asians into Boston in the early 1980s. More than 75 percent of the population of Chinatown was born outside the US.

With a median household size of 3.5 persons per unit, the BRA noted that the Chinatown core has a 21 percent overcrowding rate, higher than both the city and the national rate. Twenty-

five percent of house holds had more than five residents, and 20 percent had more than four adults.

There is also a significant elderly population in Chinatown: 41 percent of the households surveyed had more than one elderly person and almost 20 percent had more than two. At the same time, almost half the households had children, and of these, 21 percent

had children under five years old. The continuing need for adequate elderly and child care services seems apparent from these figures.

Educational levels in Chinatown are low: 65 percent of the adults surveyed did not have a high-school diploma. According to the census, of Asians in Chinatown, 10 percent in the core area and 5 percent in the South End tract have completed four or more years of college.

Income figures are even more daunting: a full 42 percent of the families surveyed by the BRA reported earning $10,000 a year or less. Only 7 percent made more than $20,000. (However, more than 21 percent of the people polled refused to answer this question.)

A recent employment survey collected data on job preparation, placement and attitudes. The

profile that the survey outlines is of an underskilled, undereducated and underemployed community ready to work. Significant barriers include the lack of English language training, employment training, and affordable child care.

ECONOMIC PROFILE

Core Chinatown serves a combination of markets: retail for residents and tourists, and wholesale for local and metropolitan merchants and restauranteurs. Chinatown has also remained the hub for satellite Asian enclaves in other city neighborhoods and beyond the city limits. However, core Chinatown is also congested, cramped, and heavily dependent on restaurants and gift shops, as well as the Asian-oriented groceries, bakeries, and food-processors.

In addition, the jobs available tend to offer low wages and long hours, and often no benefits. With the decline of the garment

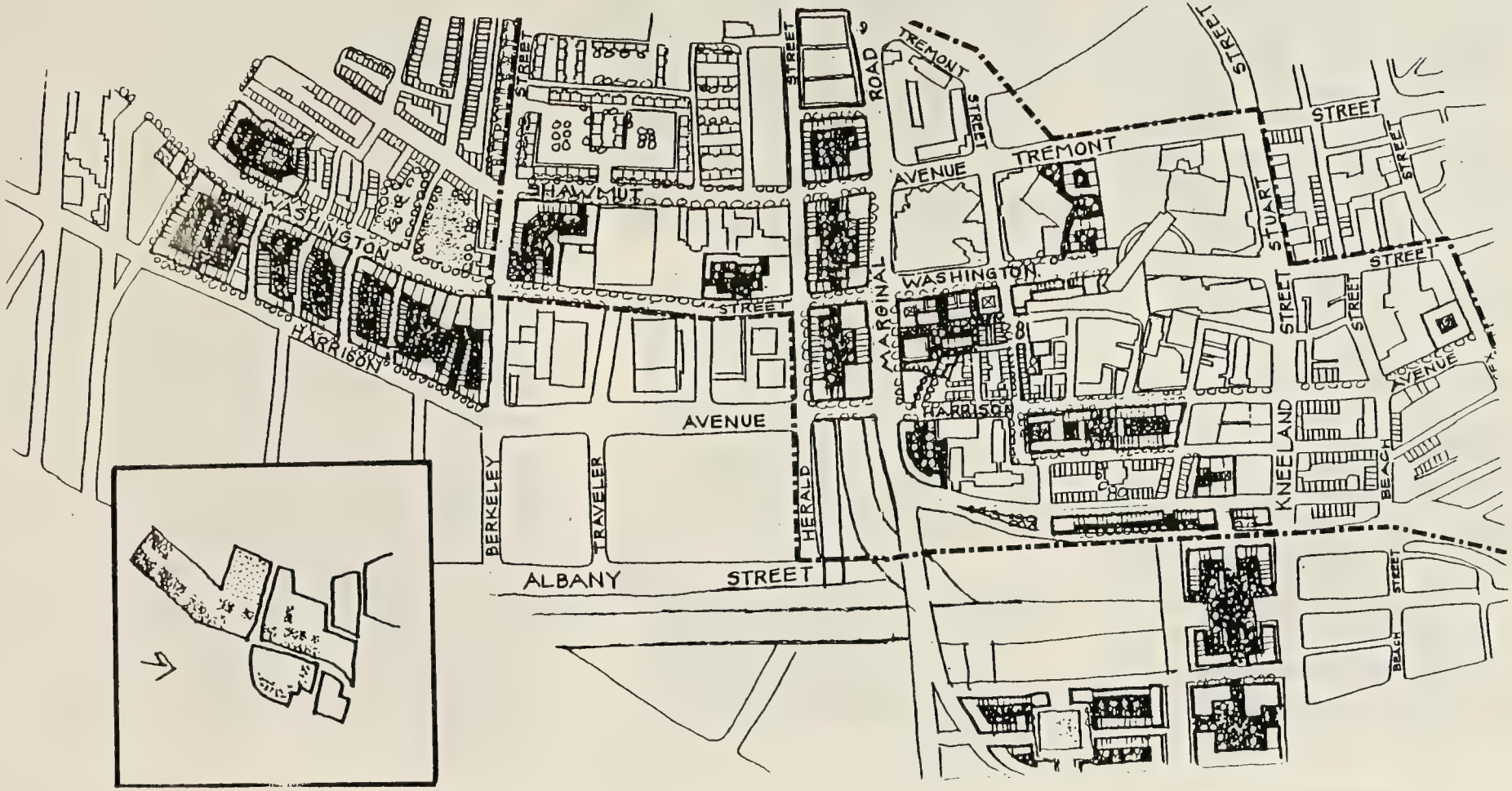
industry and other factory jobs, a significant number of opportunities for less-skilled labor have been lost.

This trend is likely to continue. Blue-collar jobs have disappeared nationally, a result of both automation and "runaway shops" (taking manufacturing to less expensive places to operate). In just the past three years, the Massachusetts manufacturing rate has shrunk by over 11 percent.

According to BRA projections, the most growth over the next decade will occur in the city's service sectors: up to 92,000 new jobs overall by 1995, with the most gains in finance, communications, and medical research. These figures also predict 10,000 new jobs in eating and drinking establishments.

The jobs available will be parceled out by level of education and training; unskilled jobs will still be at the low end of the wage scale. The implications for the Chinatown workforce are obvious: there is need for more targetted job and language training, better job matching, and more child care.

HOUSING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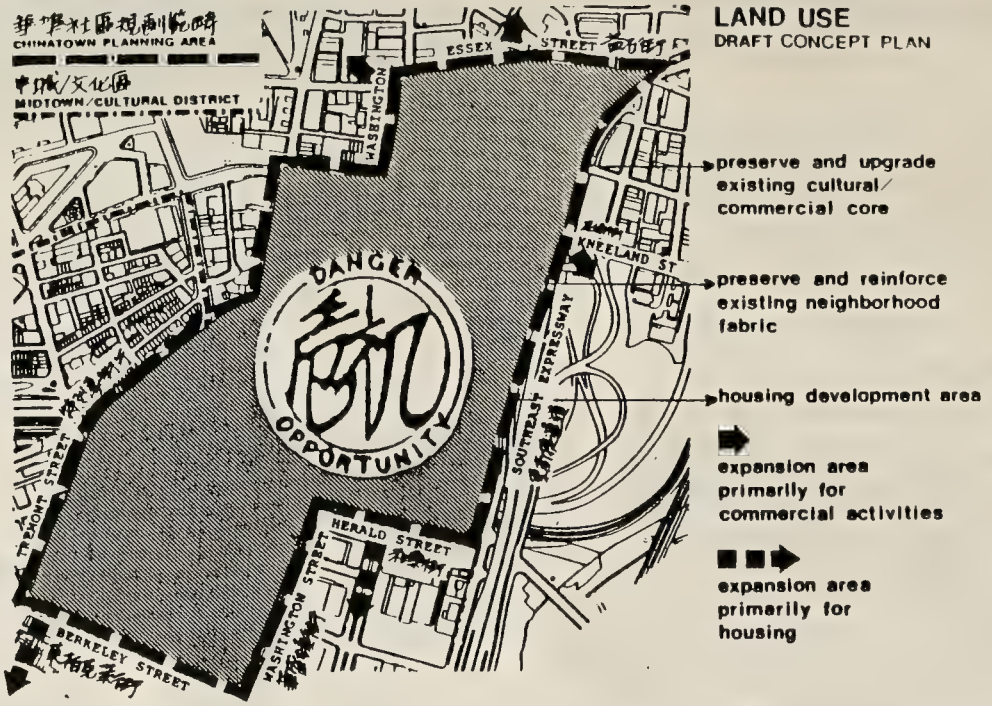
MARGINAL
WASHINGTON
HARRISON
AVENUE
HARRISON
AVENUE
KNEELAND
BEACH
STREET
BERKELEY
TRAVELER
HERALD
AVENUE
ALBANY
STREET
BEACH
STREET

INTRODUCTION

2000 by 2000!! In the next Year of the Dragon we envision a Chinatown with **2000 new affordable units of housing.** This housing will be part of a mixed-use, mixed-income, community controlled development which includes the amenities of a livable neighborhood: parks, community gardens, playgrounds, day care centers, youth centers, schools, clinics, retail stores, restaurants, movie theaters and cultural facilities. Beginning with a rejuvenated, infilled core Chinatown, the neighborhood will extend north into the Cultural District, east into the Gateway site, bridge southward over the Mass. Turnpike with an air-rights development, and continue into the South End as far as Waltham Street.

This is our hope for a new residential Chinatown, and through continued struggle and efforts like those begun by the CNC, and further support by the city of Boston, this hope can become reality.



But the opportunity for an expanded, affordable, and livable Chinatown is endangered by continued institutional expansion and gentrification. This combined danger threatens the very existence of residential Chinatown.

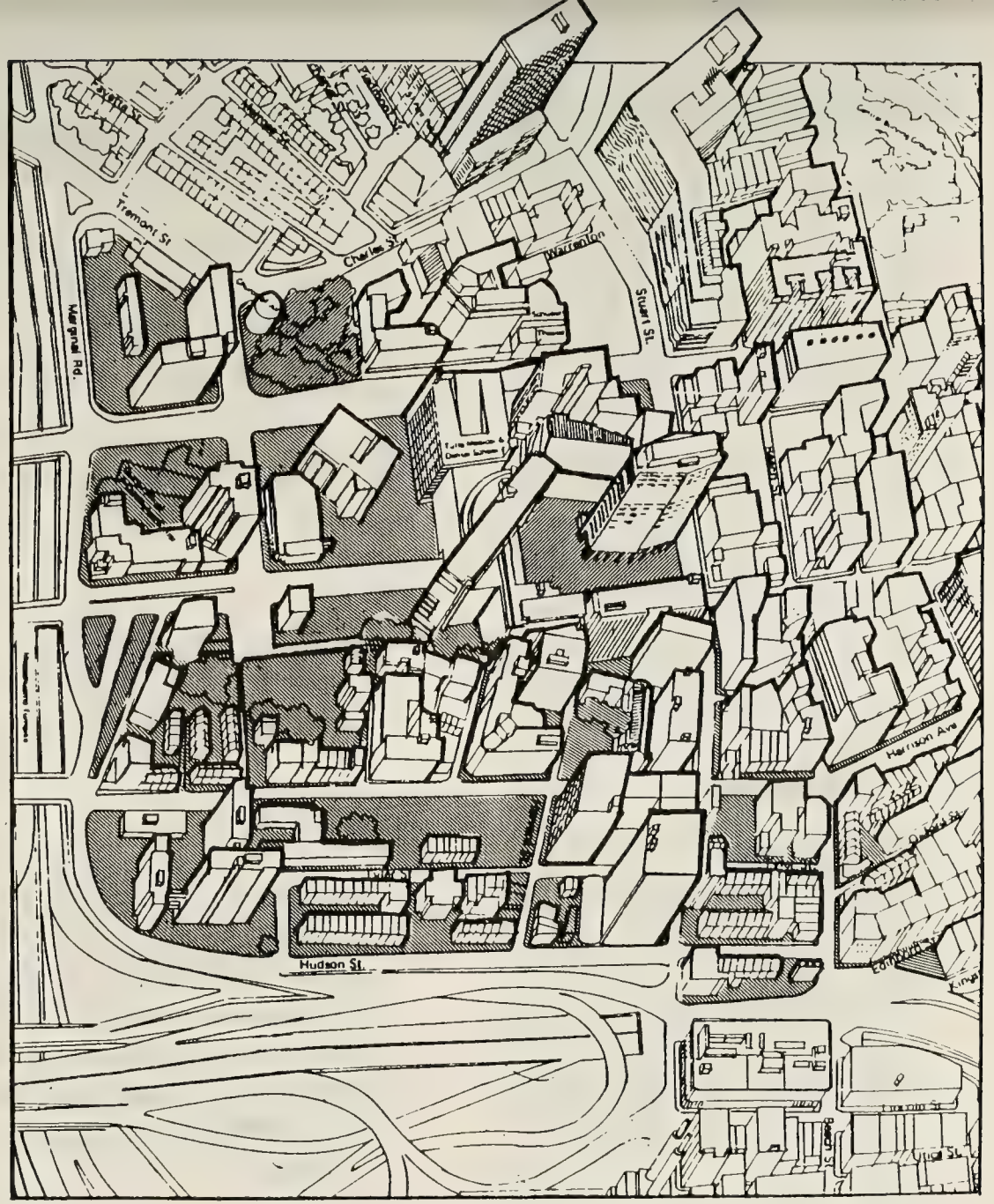
Within this section of our report we give a number of recommendations to help ensure the survival and growth of affordable housing in Chinatown.

SECTION SUMMARY

This section responds to the housing goal of the **Draft Chinatown Community Plan:** to ***"Preserve and increase housing supply with priority on affordable and subsidized housing."*** We begin with a statement of need supporting this overall goal; this is followed by recommendations, suggestions, potential plans and design proposals concerning **Objectives 1** and **2** of the Community Plan.

Objective 1: ***Stabilize and upgrade existing housing stock.*** Here we offer suggestions concerning **Stopping Gentrification** and recommend a **Housing Advocate** to address both the short and long-term housing needs of Chinatown.

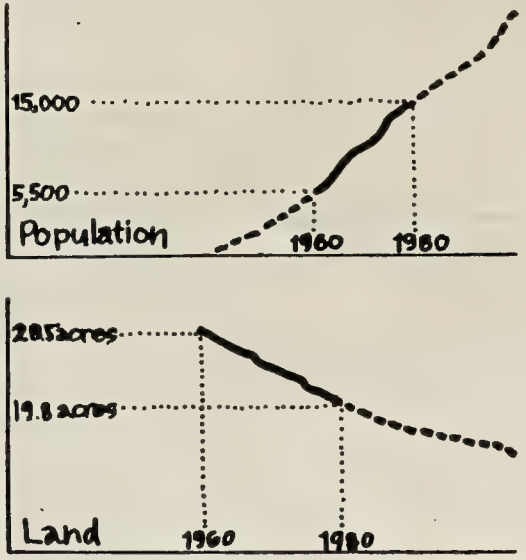
Objective 2: ***Increase housing supply with priority on affordable housing in and around Chinatown.*** We concentrated our efforts in this area. In order for Chinatown to grow, residents must know what lands are available and how to gain control of those lands. Therefore, we begin with a discussion on **Chinatown Growth Areas,** this is followed by **Tenure/Land Control Strategies, Housing Master Plan** and **Neighborhood Links** for Chinatown. We complete the section with a series of **Design Recommendations** and two design proposals for **Posner Lot** and the **Cathedral Site** and conclude with a **Summary of Recommendations** and **Next Steps.**



THE NEED FOR HOUSING

The need for more low and moderate income housing in Chinatown is indisputable. **Chinatown is the most congested neighborhood in Boston and its residents have the lowest median-income.** Over-crowding is reaching crisis proportions with doubling and tripling up in units becoming increasingly commonplace. As stated in the DEMOGRAPHIC PROFILE, Chinatown has a 21 percent over-crowding rate, with 20 percent of all units having more than four adults. 42 percent of all Chinatown households are living below the poverty level.

The two primary sources of affordable housing in core Chinatown, Tai Tung Village and Mass Pike Towers have 6-8 year waiting lists. The neighborhood population has doubled since the last Year of the Dragon (1976), yet only seventy new housing units built during those 12 years.



Source: *Chinatown Neighborhood and Land Task Force, 1980*;

The need is clear. The BRA has begun to respond to this need with its Chinatown Housing Improvement Plan (CHIP) which proposes 500 new units for Chinatown. But this is only a beginning. Based on current waiting lists for subsidized housing in Chinatown, the community needs at least **2,000 new affordable units of housing.**

STOPPING GENTRIFICATION

2,000 new units of housing is meaningless if 2,000 existing units are lost to gentrification. Gentrification is the process through through which lower -income people are displaced from their neighborhood by wealthier "gentry" (or in today's

terms, "yuppies") by direct or indirect means. Direct displacement occurs when people are forced out of their rental units by speculators who convert the units into condominiums, or when units are destroyed by developers or government planners to make way for more lucrative developments. Indirect displacement occurs when residents, including home-owners and small businesses, are priced out of an area because of rising land values. Chinatown has suffered and continues to suffer from both kinds of gentrification.

Core Chinatown is threatened by gentrification from the expansion of the Financial District from the north along Essex Street. Chinatown is no longer protected from this encroachment by the Combat Zone, which once formed an unpleasant yet effective barrier to speculation in the area.

To minimize the gentrification of this area, we recommend:

1)*The buildings along Essex and Washington streets should be downzoned to discourage speculation and maintain affordability.*

2)*For city-owned property, the terms of leases should be written to comply with overall policy goals for Chinatown.*

3)*The BRA should encourage present and new owners of these border properties to work with Chinatown on development plans.*

4)*The community should take part in any design reviews, environmental impact reviews, and use-zoning or FAR changes requested by developers in the area.*

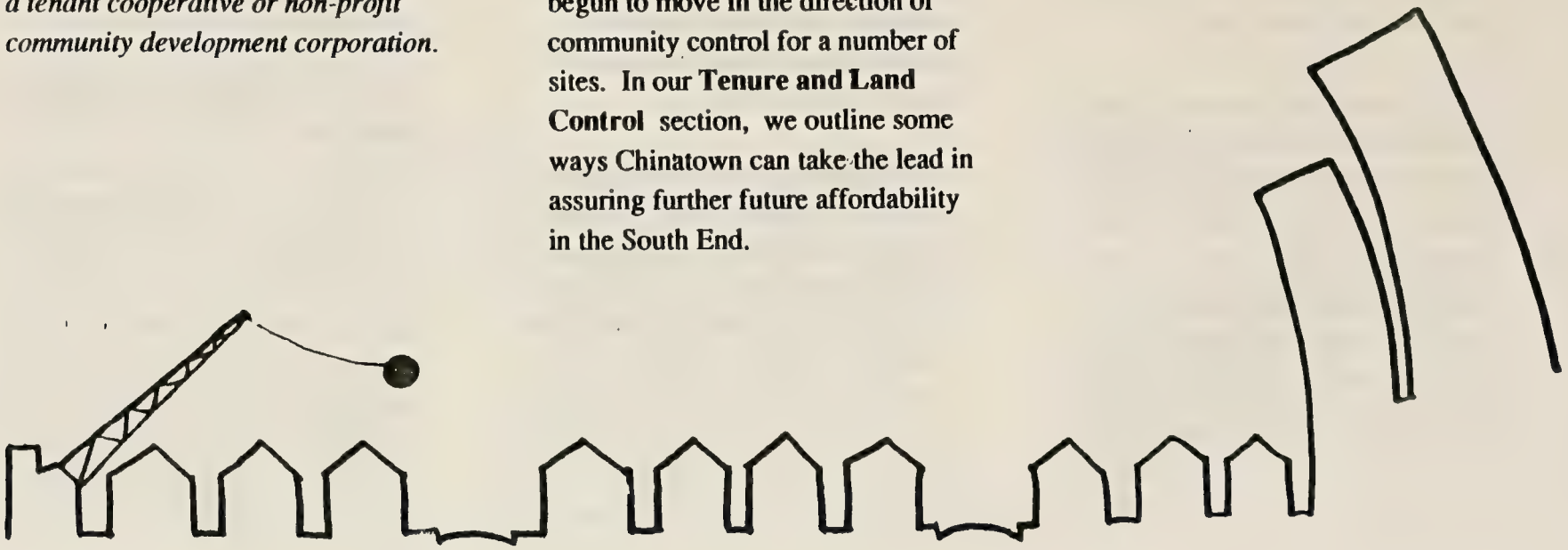
Another form of gentrification threatens three of Chinatown's primary affordable family housing sources: **expiring "Use Restrictions" programs**, which include the 221(d)(3) and 236 federally subsidized housing programs. The expiration of the developer's mortgage will allow owners to transfer the units to market-rate rentals with no protection for the residents. The **Castle Square** development in the South End, which has 500 units of subsidized housing (60% rented by Asian families) is under an immediate threat. Their tenant's organization is fighting the turn-over which was scheduled for this March. **Tai Tung Village** and **Mass Pike Towers** in Chinatown core will face the same problem in 1992. Currently, the debate has begun in the State House legislature over a bill that will provide some protection for the tenants affected by these programs. Retiring "use-restrictions" are occurring nationwide, potentially affecting tens of thousands of subsidized units.

Without immediate and united community action, the possibility of losing these units to the market is very real. **To maintain the affordability of Castle Square, Tai-Tung and Mass Pike Towers, we recommend:**

1) *Tenants organizations and the CNC should lobby state and federal representatives to support anti-displacement measures.*

2) *Community actions should be organized to gain ownership under a tenant cooperative or non-profit community development corporation.*

With the removal of the elevated rail along Washington street, **speculation in the South End is at an all-time high.** There are only two things that can stop the onslaught of gentrification in the South End: a major economic downturn or community control of the remaining vacant or underutilized sites. With its **South End Housing Neighborhood Initiative** (SENHI, a program for development of vacant public lands with a 1/3 low-income, 1/3 middle-income, and 1/3 market-rate housing requirement) the BRA has begun to move in the direction of community control for a number of sites. In our **Tenure and Land Control** section, we outline some ways Chinatown can take the lead in assuring further future affordability in the South End.



HOUSING ADVOCATE

In order to address both the short- and long-term housing needs of Chinatown, we recommend that a **"housing advocate"** be designated for the community. The specialist is needed to help preserve and rehabilitate the existing stock of housing for owners and renters. One of the main reasons that Chinatown has not secured substantial rehabilitation funds is because most people in the community are not aware of existing programs.

A bi- or multi-lingual advocate is essential to provide the technical and bureaucratic assistance that homeowners and renters need to apply for programs.

The functions of the advocate should include the following:

Short-Term

1) ***Aid renters in maintenance problems, such as plumbing and heating***
2) ***Identify government programs for the rehabilitation of homes***
3) ***Seek emergency short-term loan funds for renters unable to pay the rent***
4) ***Coordinate legal and personal support for renters threatened with eviction***
5) ***Locate temporary facilities for recent immigrants***

Long-Term

1) ***Work with government agencies on long-term housing policies and strategies on issues of affordability and availablity.***
2) ***Seek city, state, federal and other agency and institutional funds for community-based housing***
3) ***Seek city and state policies to mitigate gentrification***

There are several options as to how the advocate can be appointed. The advocate could be hired through a government agency, funded by a government grant to a CDC, or supported with a private foundation grant. The private foundation grant would provide the most latitude in this sensitive position.

Another alternative may be placing the advocate under an umbrella organization whose purpose is primarily providing information and referring clients to the proper agency. Under this alternative, however, the functions of the advocate are limited to short-term problems.

CHINATOWN GROWTH AREAS

Our search for potential housing sites for the **2000 affordable units** began within core Chinatown. We quickly realized that the housing goals of Chinatown could not be achieved within the area outlined in the Draft Community Plan map without excessive densification of an already dense environment, and without greatly limiting opportunities for desperately needed open space.

Therefore we looked beyond the outline toward the areas of growth as designated by arrows on the Community Plan map: the Midtown Cultural District to the north, the Gateway site to the east, and the South End along Washington Street.

Affordable housing in the Midtown Cultural District is limited because of high land values. Nevertheless, Chinatown should not be discouraged from pursuing affordable housing in this area. The BRA has already designated the area as a potential site to fulfill the remainder of its **500 affordable units** planned for the Chinatown Housing Initiative Program. Chinatown should continue to work toward gaining a percentage of affordable housing units in any new housing developments or renovations.

When the depression of the Central Artery is completed in the mid 1990s, nearly fourteen acres of land will become available, including a long, narrow parcel along Hudson Street. In the **Gateway** section of this report, the site is examined in detail and alternative plans are presented, including one which contains **1000 new units of housing.**

While each of these areas has potential for housing, we concentrated our efforts on residential growth toward the south over the Massachusetts Turnpike. The South End has tremendous potential for affordable housing right now for the following reasons:

1) *There is a large amount of vacant and underused land*

2) *Land values are more feasible for housing development, and allow for more livable densities*

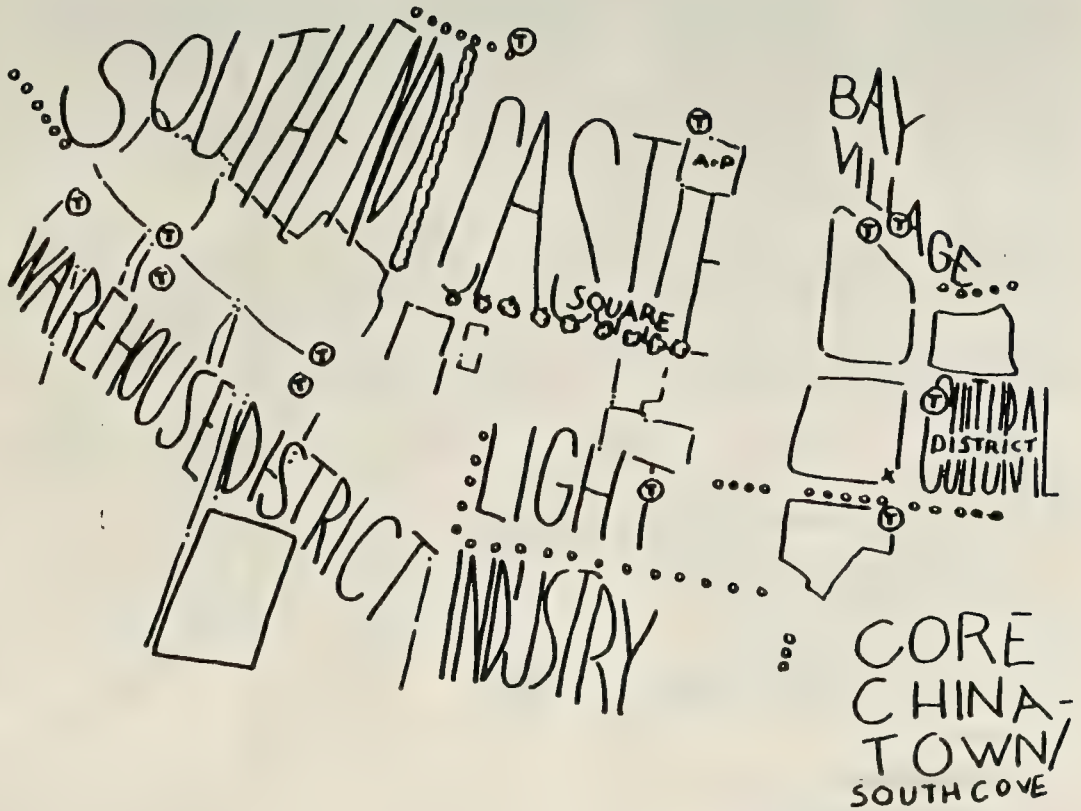
3) *There is an opportunity to connect the housing needs of Chinatown and South End by creating joint neighborhood developments*

4) *Housing development in this area can help to restore what historically was a residential, multi-racial, working class neighborhood*

The South End is already home to many long-time Chinese residents of Boston, some of whom were displaced from Chinatown during the 1960s. In all likelihood, much of this area would have been part of residential Chinatown if the Mass. Turnpike did not place a concrete barrier on Chinatown and if so much South End housing had not been demolished during the Urban Renewal era.

The central issue for the South End is affordable housing, not racial or cultural territories. Under the current political climate, Chinatown is in the most favorable position to initiate some concrete progress toward affordable housing in this area. Therefore, Chinatown should take the lead on these sites and invite South End neighborhood groups to participate.

The South End, like Chinatown, also faces an affordable housing shortage. Certainly any housing develop in this area of the South End should include the participation of a number of neighborhood groups. Chinatown has worked well with the Washington Street Corridor Coalition in advocating the Light Rail Vehicle system (LRV) as a replacement for the Orange Line. We hope that organizations from both neighborhoods can continue to work together on the issue of affordable housing.



The results of our search for potential housing sites are presented in our **Housing Master Plan.** More detailed information on each site, including design potentials, is available in the Appendix, under **Site Catalog**.

TENURE AND LAND CONTROL STRATEGIES

AVAILABILITY

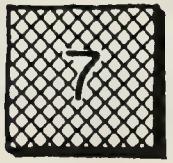
We have identified potential housing development sites and categorized them according to seven "levels of availability." These sites are subjectively categorized from **1** to **7** according to the difficulty of gaining community control over them.

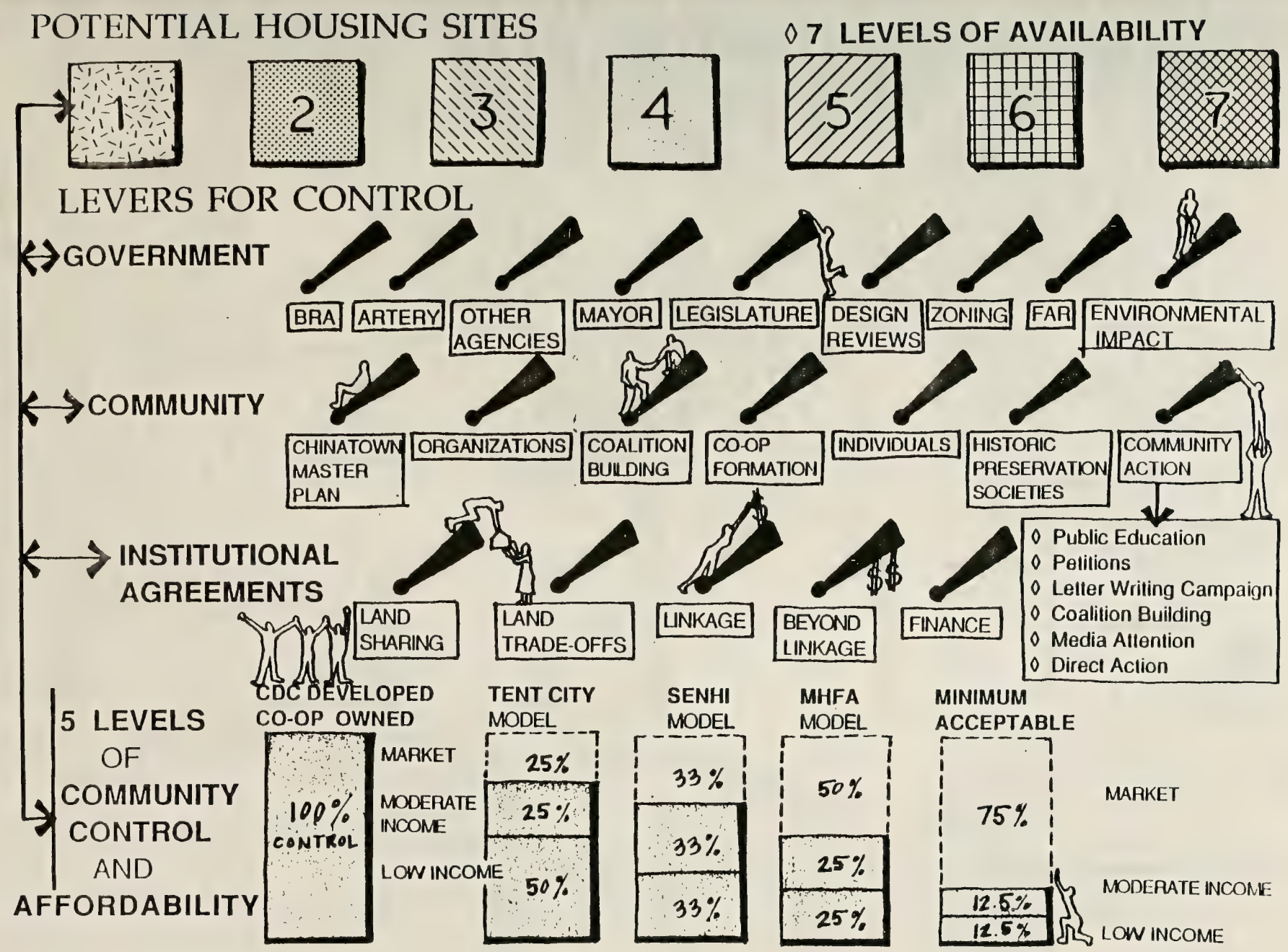
LEVERAGE

In order to gain control of a site, there are three types of "levers" which the community can utilize. These are **Government, Community** and **Institutional Agreements.** Each site requires a unique strategy, or "lever-pulling scenario," to reach the goal of community control and affordable housing.

CONTROL

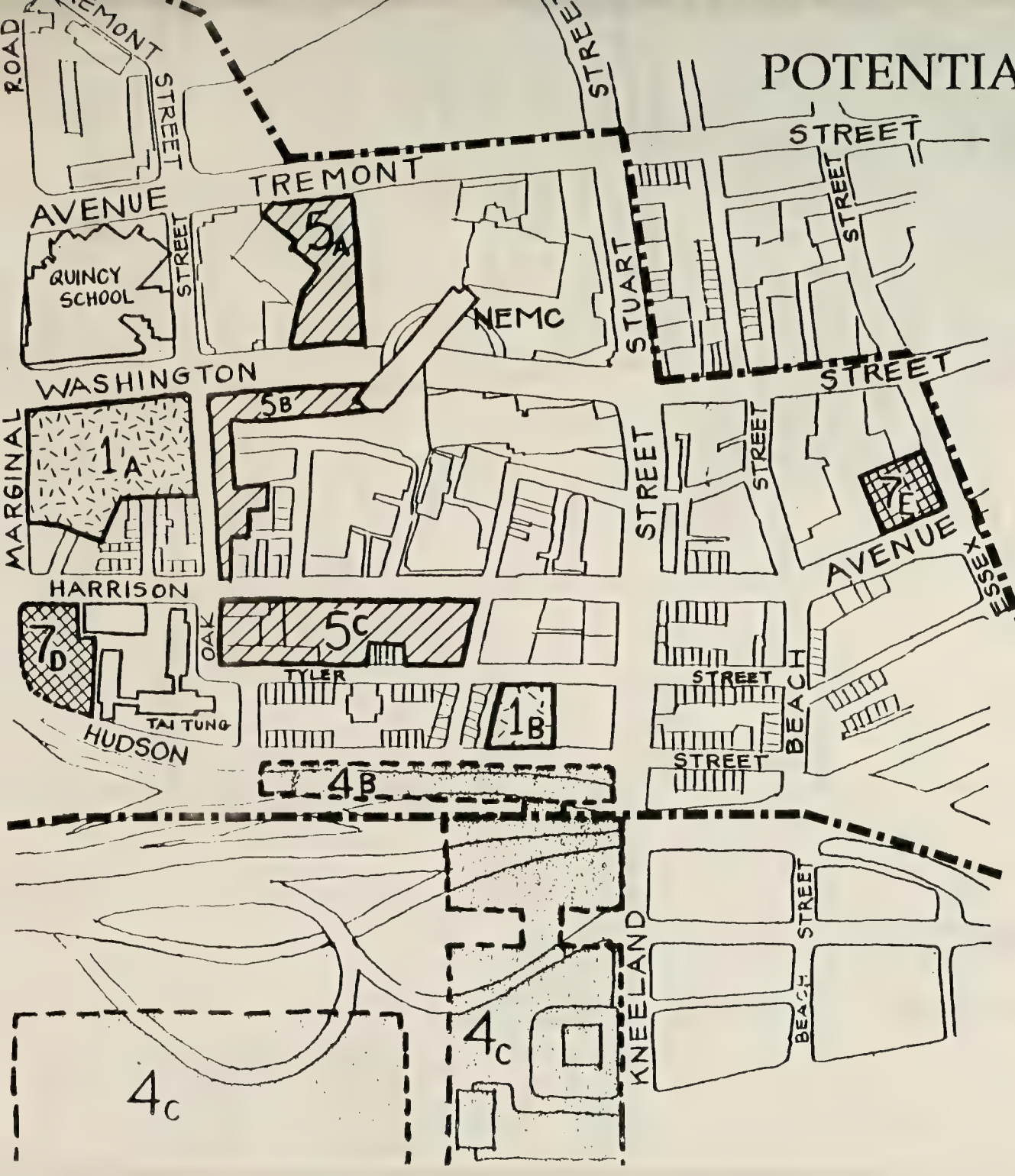
The community has little chance of gaining 100% control of each site. Therefore, we propose five levels of community control and affordable housing.

HOUSING SITES	LEVER-PULLING SCENARIOS	CONTROL LEVELS
BRA HOUSING SITE	Green Light Go-Ahead for Housing; Remaining Issues: Design Reviews, Tenure, Co-op Formation	100% Control to SENHI Model
CHINATOWN COMMUNITY OWNED	Green Light Go-Ahead for Housing; Remaining Issues: Funding Sources, Tenure, Design, Developer Selection	100% Control Recomm: Villa Victoria Model
BRA-OWNED PREDESIGNATED	**Goal:** Affordable Housing Developed by Chinatown **Levers:** BRA, Church Appeal	100% Control to SENHI Model
PUBLIC-OWNED UNDESIGNATED	**Goal:** Gain BRA Housing Designation **Levers:** BRA, Mayor, Chinatown Master Plan, Community Action, Land Sharing/Trade-offs, Artery	100% Control to SENHI Model
BRA/ INSTITUTION-OWNED	**Goal:** Full-lot Housing Development **Levers:** BRA, Mayor, Chinatown Master Plan, Community Action, Land Sharing/Trade-offs	Tent City Model to SENHI Model
MULTIPLE PRIVATE	**Goal:** Community-based Housing **Levers:** BRA, Community Action, Zoning, FAR, Enviromental and Design Reviews	SENHI Model to 25% Minimum
 **MAJOR DEVELOPER-OWNED**	**Goal:** Affordable Housing **Levers:** BRA, Community Action, Coalition Building (South End), Zoning, FAR, Environmental and Design Reviews	SENHI Model to 25% Minimum


POTENTIAL HOUSING SITES
◊ 7 LEVELS OF AVAILABILITY
1
2
3
4
5
6
7
LEVERS FOR CONTROL
GOVERNMENT
BRA
ARTERY
OTHER AGENCIES
MAYOR
LEGISLATURE
DESIGN REVIEWS
ZONING
FAR
ENVIRONMENTAL IMPACT
COMMUNITY
CHINATOWN MASTER PLAN
ORGANIZATIONS
COALITION BUILDING
CO-OP FORMATION
INDIVIDUALS
HISTORIC PRESERVATION SOCIETIES
COMMUNITY ACTION
◊ Public Education
◊ Petitions
◊ Letter Writing Campaign
◊ Coalition Building
◊ Media Attention
◊ Direct Action
INSTITUTIONAL AGREEMENTS
LAND SHARING
LAND TRADE-OFFS
LINKAGE
BEYOND LINKAGE
FINANCE
5 LEVELS OF COMMUNITY CONTROL AND AFFORDABILITY
CDC DEVELOPED CO-OP OWNED
100% CONTROL
TENT CITY MODEL
25%
25%
50%
SENHI MODEL
33%
33%
33%
MHFA MODEL
50%
25%
25%
MINIMUM ACCEPTABLE
75%
12.5%
12.5%
MARKET
MODERATE INCOME
LOW INCOME

CATHEDRAL
SHAWMUT
STREET
WASHINGTON
STREET
WALTHAM
HARRISON
STREET
STREET
STREET
MARGINAL
AVENUE
RANDOLPH
STREET
BRISTOL
STREET
BERKELEY
TRAVELER
HERALD
ALBANY
STREET
7A
3
6
7B
7C
2A
2B
4A
4A
4A
0 100 200 400 600 FT.

POTENTIAL HOUSING SITES



1 BRA HOUSING SITE
- A: R3/R3-A
- B: R1

2 CHINATOWN COMMUNITY OWNED
- A: LOT 3-B
- B: 50 HERALD STREET

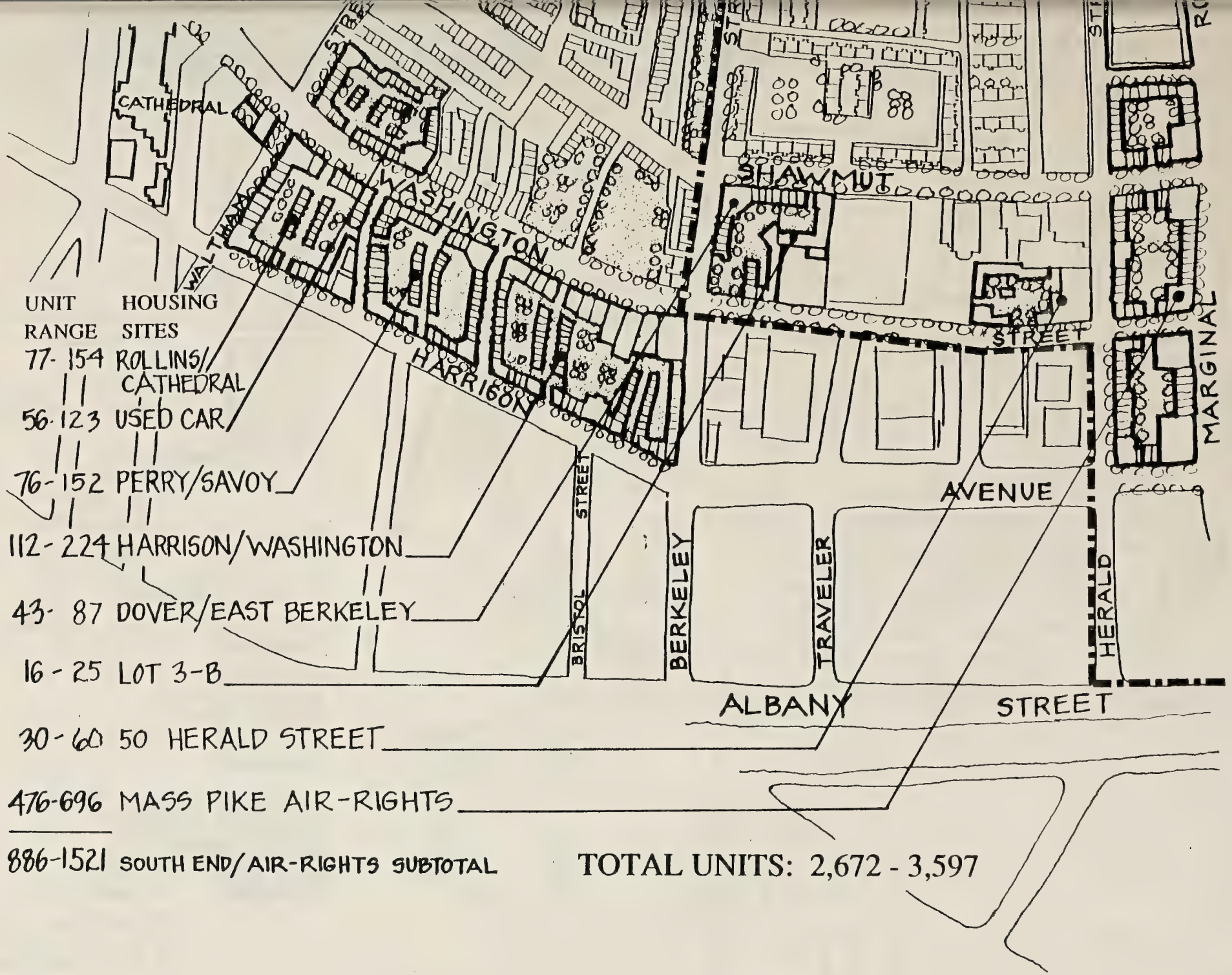
3 BRA-OWNED PREDESIGNATED
- ROLLINS/CATHEDRAL

4 PUBLIC-OWNED UNDESIGNATED
- A: AIR-RIGHTS
- B: HUDSON STRIP
- C: GATEWAY

5 BRA/INSTITUTION-OWNED
- A: DON BOSCO (P-12)
- B: LOT P-3
- C: POSNER (P-2)

6 MULTIPLE PRIVATE
- PERRY/SAVOY

7 MAJOR DEVELOPER-OWNED
- A: USED CAR
- B: HARRISON/WASH
- C: DOVER/BERKELEY
- D: TAI TUNG PARKING
- E: ESSEX/HARRISON

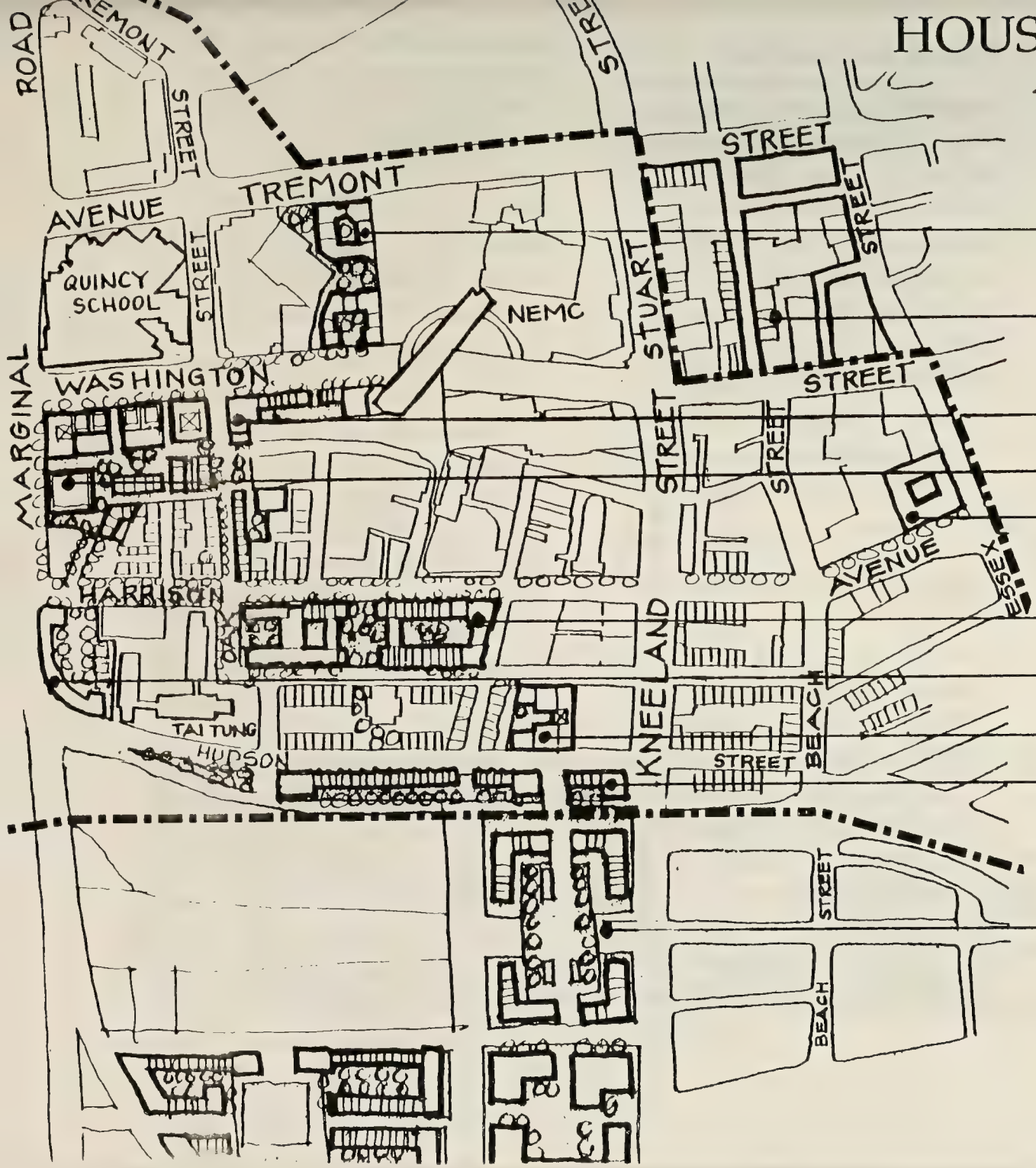


UNIT RANGE	HOUSING SITES
77- 154	ROLLINS/ CATHEDRAL
56- 123	USED CAR
76- 152	PERRY/SAVOY
112- 224	HARRISON/WASHINGTON
43- 87	DOVER/EAST BERKELEY
16 - 25	LOT 3-B
30 - 60	50 HERALD STREET
476-696	MASS PIKE AIR-RIGHTS
886-1521	SOUTH END/AIR-RIGHTS SUBTOTAL

TOTAL UNITS: 2,672 - 3,597

HOUSING MASTER PLAN

2000 AFFORDABLE UNITS!



HOUSING SITES	UNIT RANGE
P-12 (DON BOSCO)	74-108
HINGE BLOCK	± 100
P-3 (WASH/OAK)	85-110
R-3/R-3A [BRA EST.]	200-330
ESSEX/HARRISON	19 - 29
P-2 (POSNER LOT)	153-199
TAI TUNG PARKING	59 - 66
R-1 [BRA EST.]	60-80
HUDSON STRIP	36-54
CORE SUBTOTAL:	686-976
GATEWAY	1000±
CORE/GATEWAY SUBTOTAL:	1686-1976

DESIGN GUIDELINES

The following is not a complete list of design guidelines, rather they reflect some specific concerns we felt should be highlighted. Please refer to the Chinatown Neighborhood Council's "COMMUNITY CONCERNS" draft for R3/R3A which addresses a number of other pressing issues identified by the community.

Character/Typology

Historically, Chinatown and the South End are both brick rowhouse districts. The 4 to 5 story rowhouses were built right up to the sidewalk, with formal, repetitive street facades and informal courtyard space in the back. A stroll through remaining rowhouse developments is greatly informative for any new design in the area. The five story unit makes lots of sense, allowing walk-up apartments and avoiding cavernous streets and courtyards. Typically, the first story is at garden level, which allows more stories with less overall height. In many cases, this level has been used for restaurants, stores and other commercial uses.

The formal street facade and informal backyard is also an important feature of traditional rowhouses. Balconies, additions, and garden spaces grow in each unit without disturbing the formality of the street.

The most recent uses of the backyards are for parking and trash collection as well as semi-private patio and deck space. The parking and trash can detroy the livability of the courtyard spaces if not developed carefully. Since parking is so scarce, courtyard parking can rarely be avoided. Thus any design should consider the best ways of accommodating these needs.

Actual rowhouse development is becoming less and less financially feasible because of increased construction costs resulting from redundant stairways and federal standards requiring elevators. High land values and housing pressures have lead to more highly dense housing developments such as apartment complexes, although rowhouse blocks with on-street and courtyard parking can have densities greater that **100 units per acre.**

The virtues of the rowhouse fabric remains an important aesthetic and practical consideration; the rowhouse prototype offers many lessons in dense urban housing that should not be overlooked. Therefore, any new development in the area should respect the typology.

Parking

Parking is a never ending problem for any dense urban environment. Institutions and business districts in the heart of Chinatown make the need for parking particularly acute in the neighborhood. Chinatown has one of the highest percentages of land devoted to parking among Boston's neighborhoods. **Ten percent of the land in Chinatown is parking.**

The major contributor to the parking crunch in Chinatown comes from the institutions of Tufts University and the New England Medical Center. Their current parking policies allow their workers to park in their lots for fees far below market. This subsidization policy encourages more workers to drive to work. The result of this policy is unnecessary added traffic congestion and parking problems in Chinatown.

We recommend that T-NEMC Chinatown charge market rates for parking and subsidize MBTA passes for its employees. This policy will make the most effective use of the new NEMC subway station on the Orange Line.

As more housing is created on many of the lots that are currently used for parking, the pressures to find parking elsewhere will be become even greater. Locations for underground and above grade parking need to be fully investi-

gated. Ideally, parking for the Posner site, P-3, and the Don Bosco site should be underground. Above grade parking on the Mass. Pike air rights sites should be investigated more fully.

Underground parking for residential developments are encouraged wherever financially feasible. For above grade parking, We recommend a number of small, decentralized lots for 4-6 cars rather one or two large lots.

Open Space

Access to public open space is a vital ingredient to a high quality of life in any urban neighborhood. Both core Chinatown and South End would benefit from more open space. In its 1987 report to the BRA, South End Density Impact and Zoning, Thomas Planning Services, Inc. recommended using a standard of 1.6-2.5 acreas of public space per 1000 residents. According to this report, a breakdown of open space densities for some neighborhoods is as follows (acres per 1000 residents):

*South End/Lower Roxbury Planning District - 1.46
*Back Bay - 5.45
*Charlestown - 2.19

According to the BRA's Chinatown land use survey (1988), the total acreage of open space in Chinatown core is .28 acres. With a population estimated at 5,100, this represents .06 acres of open space per one thousand people.

Boston Urban Gardeners, Inc. (BUG) adapted the 1.6-2.5 acres per one thousand residents as a standard in its South End Open Space Needs Assessment submitted to the BRA in February, 1988.

We recommend that each new housing development include public open space (including parks, tot lots, playgrounds, and community gardens) at a rate of at least 1.6 acres per thousand residents, and ideally at a higher rate.

Child Care

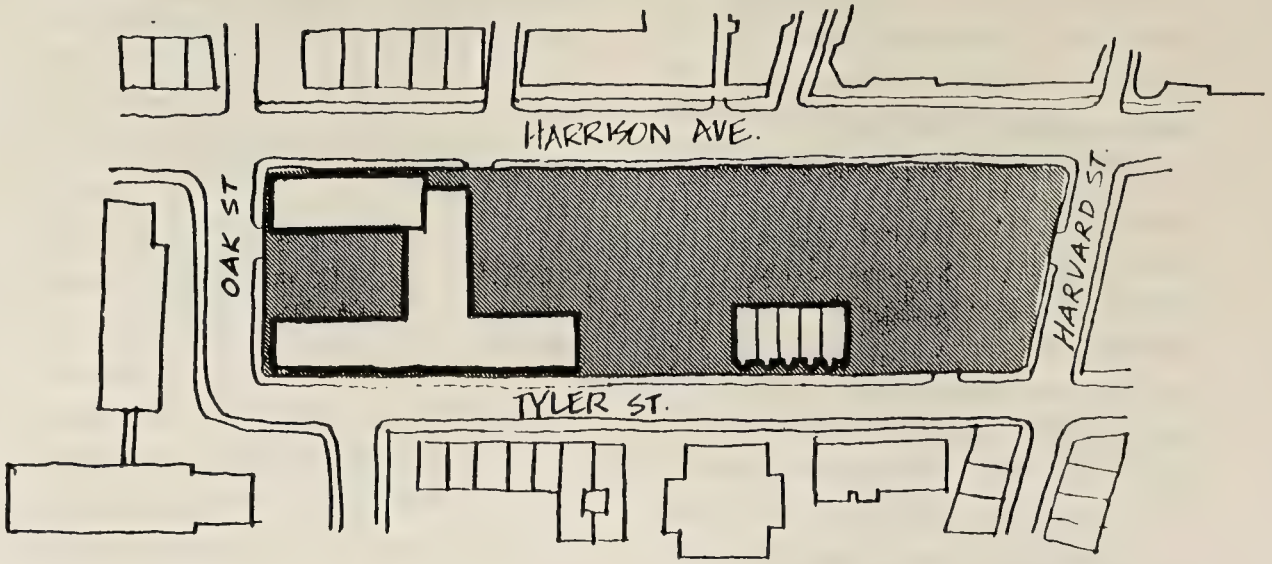
Affordable, accessible high-quality child care is an economic necessity for many families, and Chinatown is no exception. According to the 1980 US Census, 48 percent of households in Chinatown had children, and 21 percent had children under five years old. More than 40 percent of women with children under age six were working outside of the home.

One of the greatest obstacles to meeting families' child care needs is the severe shortage of space for child care centers. We recommend, therefore, that every every major new housing development include space for a child care center which meets state licensing requirements. Developers should be required to include a child care needs assessment in their development plans.

At a minimum, however, 2-3 percent of net rentable residential space should be devoted to child care facilities. Additional space may be added at a minimum of 35 sq. ft. of indoor activity space per child. Outdoor playground space should be provided for the shared use of both the child care center and the public. Playgrounds should include 75 sq. ft. per child using them at any one time.

POSNER LOT

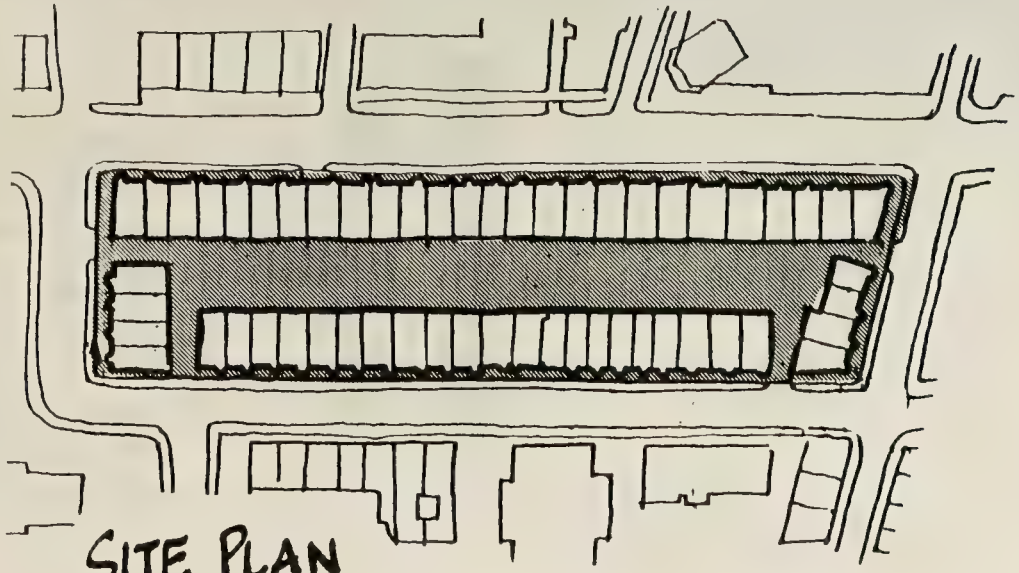
Posner Lot is a pivotal area for the future of core Chinatown. The lot is one of the many "scars" created by institutional expansion. The entire **75,000 sq. ft.** block was once filled with an estimated 60 rowhouses (containing at least 180 housing units); 1/3 of these were demolished in the 1940's for a Tuft's Medical Dormitory. Most of the rest were destroyed during Urban-Renewal in the 1960's. Only five of the original rowhouses survive; they stand isolated in the midst of a T-NEMC parking lot. Today Chinatown has the opportunity to reclaim this site for the neighborhood.



The BRA still owns nearly 20% of the **42,868 sq. ft.** parking lot and they have proposed the site as part of the CHIP housing program. Their preliminary proposal, however, includes only 52 new units with 48 of these located in a 100 foot tower in one corner of the site. About half of the site is devoted to an undetermined "Tufts Development" (Please see Appendix for BRA graphic).

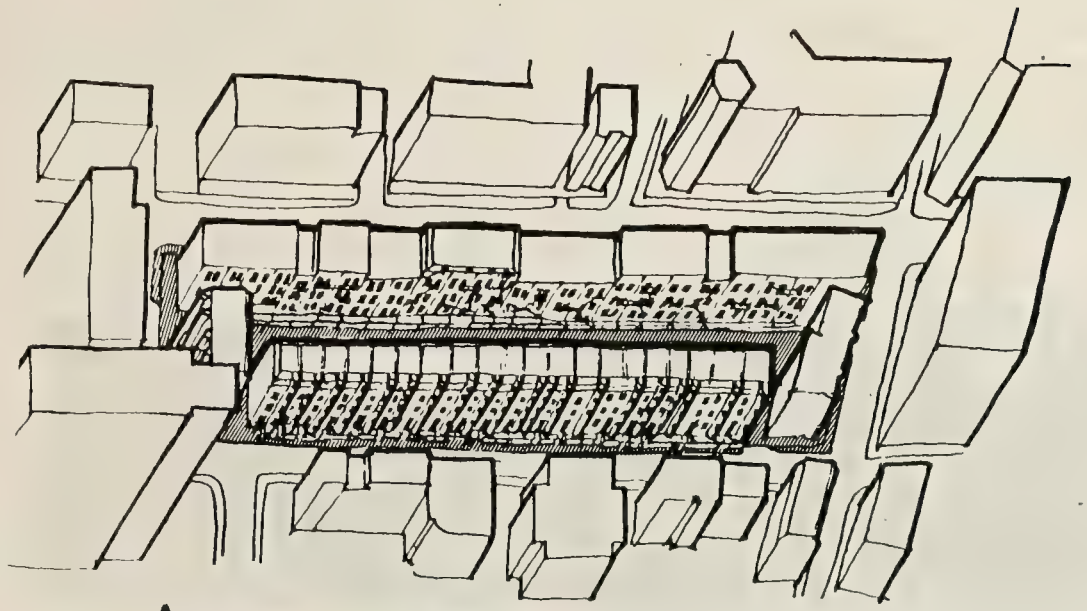
Given the history of the site and its location in the heart of residential Chinatown, the neighborhood should work to limit further institutional intrusion onto this site. We ranked the site as a "5" in our "**level of availability**" scale, reflecting the difficulty Chinatown may have in this effort to maximize the amount of new affordable units and usable open space. To this end, we recommend that Chinatown work with the BRA and Tufts-NEMC to create a land-sharing and/or a land-trade-off agreement.

ORIGINAL POSNER BLOCK

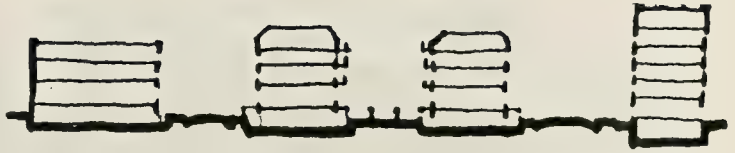


SITE PLAN

PRESENT DAY

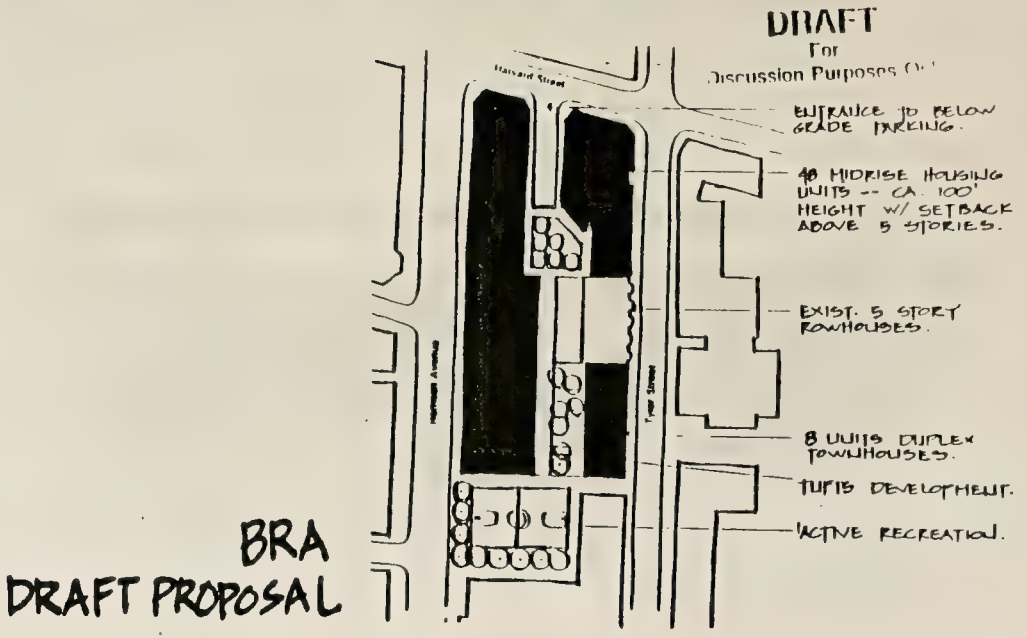


AXONOMETRIC



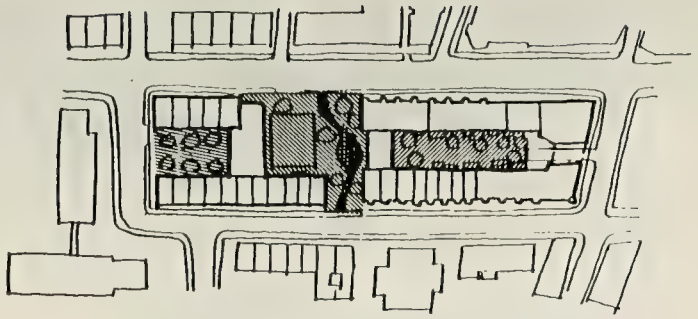
SECTION

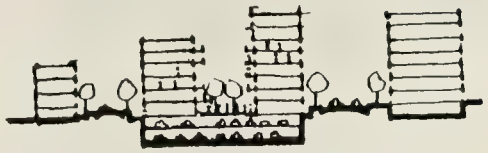
The following scenarios (see graphics) illustrate the potential for the site. We include the possibility of converting the existing dormitory into a multi-family apartment complex. A new student and faculty dormitory could be accommodated in a ten-story development within the site.

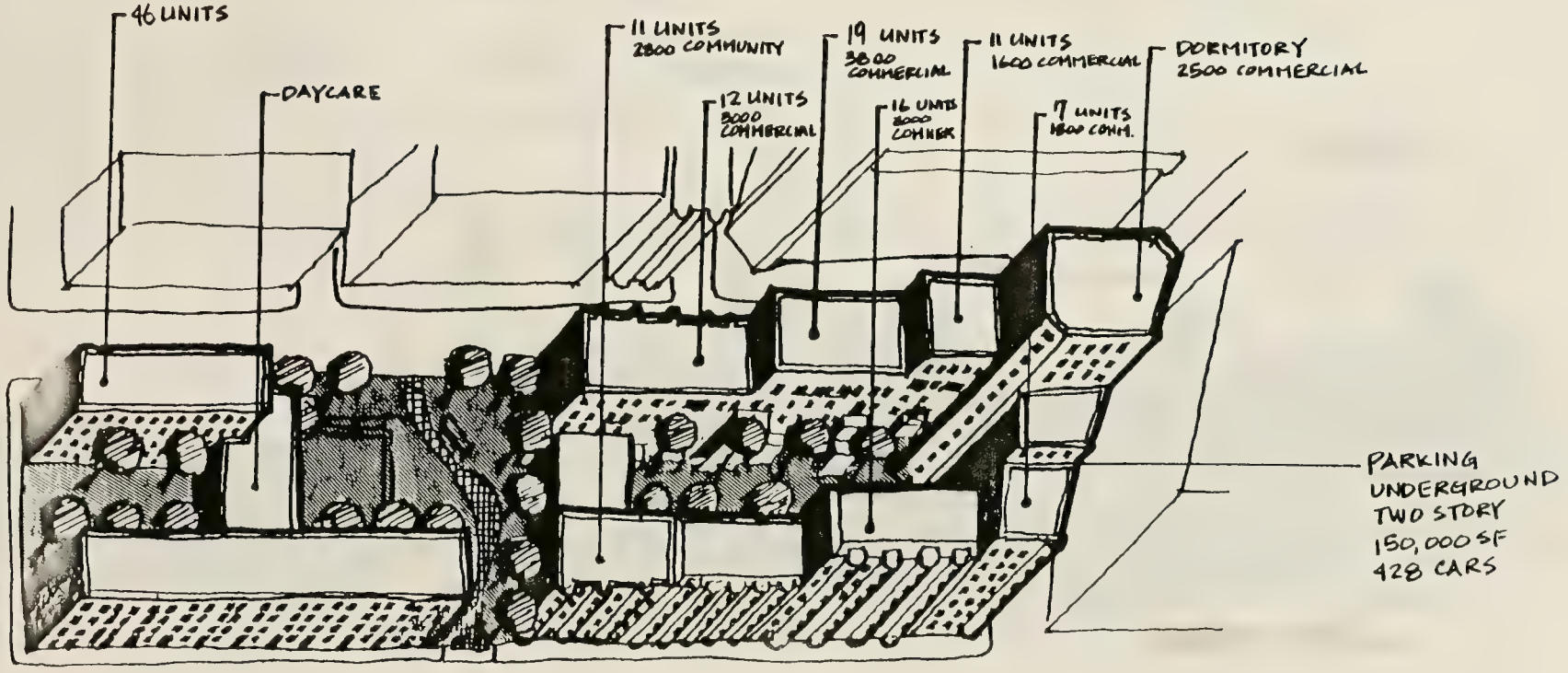


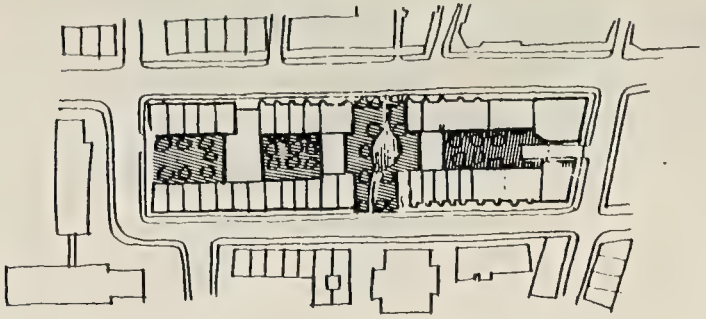
SCHEME 1

REHAB	46 UNITS	46,000 SF(NET)
NEW	75	75,000
DORMITORY	85	32,500
DAYCARE		3,000
COMMERCIAL/COMMUNITY		17,500
PARKING		150,000
GROSS SQ. FT.		178,050





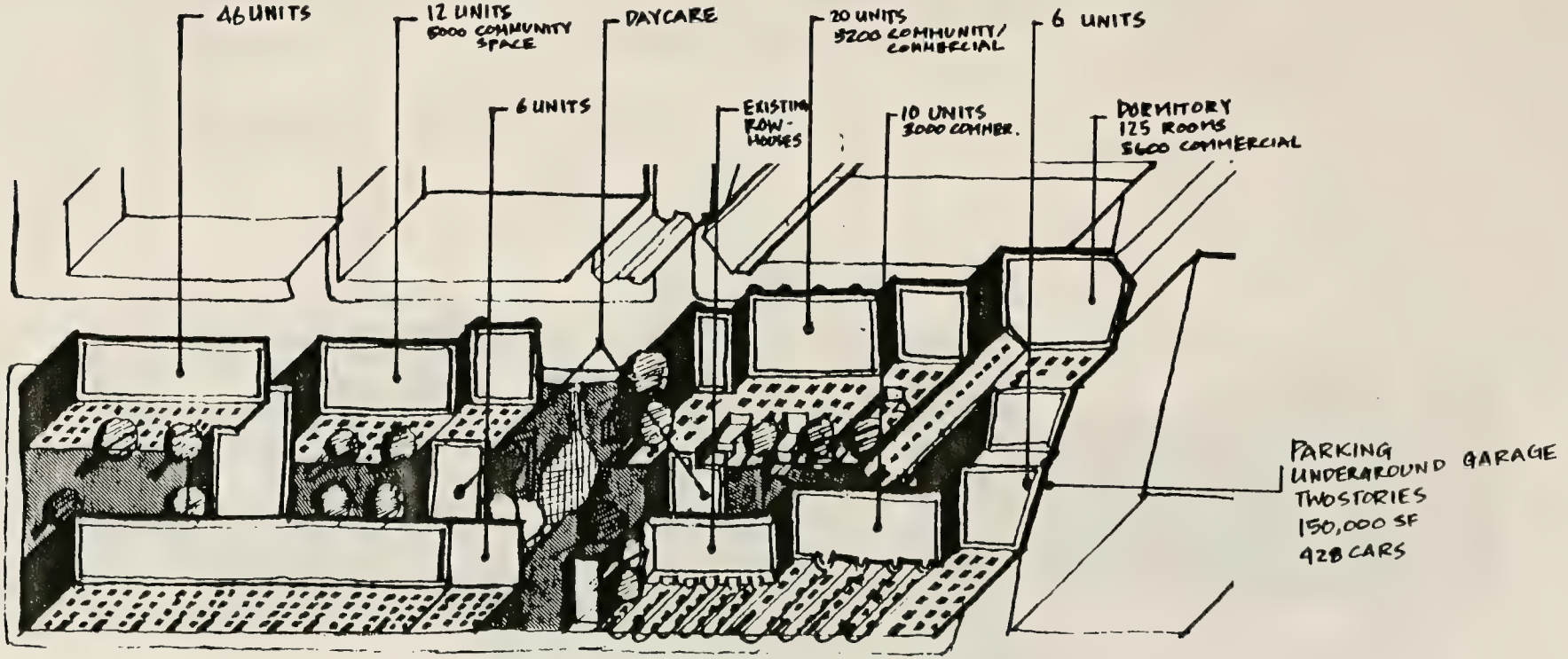




SECTION

SCHEME 2

REHAB	46 UNITS	46,000 SF (NET)
NEW	54	54,000
DORMITORY	125	45,000
DAYCARE		6,000
COMMERCIAL/COMMUNITY		16,200
PARKING		150,000
GROSS SQ. FT.		186,650



CATHEDRAL SITE

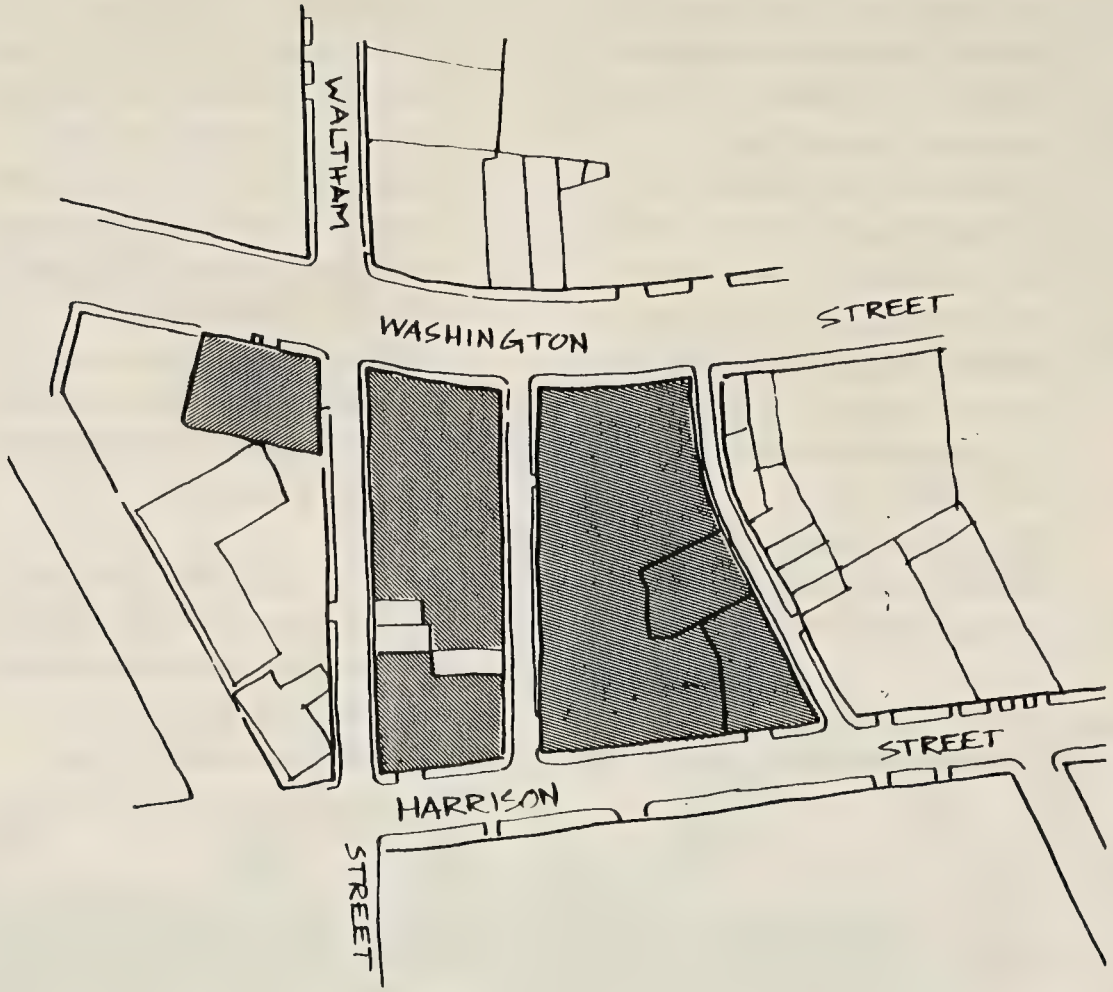
We have looked in-depth at the the "Cathedral site" in the South End as a potential mixed-use development of affordable housing, community and commercial space. .We ranked the site as a "3" in **level of availability**: Chinatown has a high likelihood of staking a claim on this site for affordable housing.

The **84,000 sq. ft.** site is comprised of two complete blocks and a portion of a third block along Washington Street. Intersected by Rollins Street, the site is located next to the Cathedral High School and is bordered by Waltham Street on the south, Savoy Street to the north, Washington Street on the west, and Harrison Avenue on the east.

The site is owned by the BRA, but was designated for the **Cathedral of the Holy Cross Roman Catholic Archdiocese of Boston** over twenty years ago. Proposals for the extension or replacement of the Cathedral High School and affordable housing units have come and gone over this period. It is unclear whether the Archdiocese has the sustaining capital to guide any development through to completion in the near future.
The Archdiocese would benefit from a Chinatown initiated housing development on the site.

We have reached the conclusion that this site is a strategic location for the development of affordable housing, both for Chinatown and the South End. The Washington street area is in great danger of complete gentrification. Community control of the Cathedral site is crucial in stopping this process. Because the site is publicly-owned, and because of its connection with an Archdiocese that is committed to the development of affordable housing in Boston, it represents the best opportunity for Chinatown to establish a precedent of developing new affordable housing in the South End.

We encourage Chinatown to begin immediately negotiations with the BRA and the Archdiocese concerning the best method of creating affordable housing on this site.



THE CATHEDRAL SITE

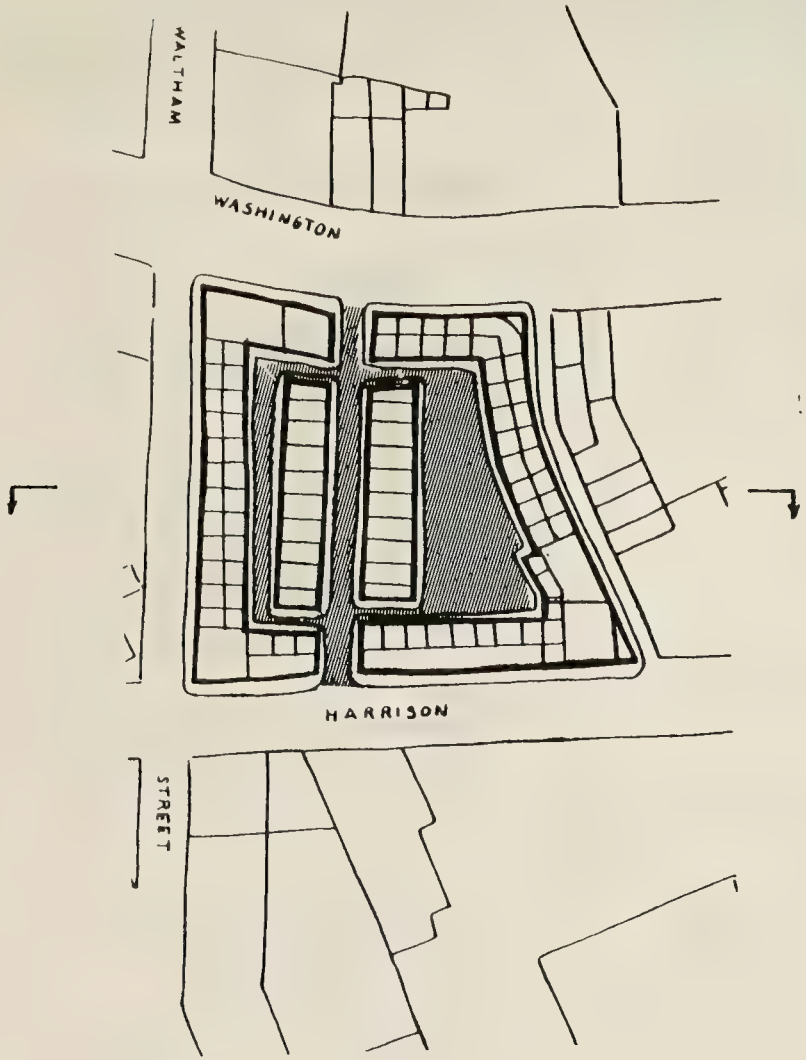
SCHEME 1

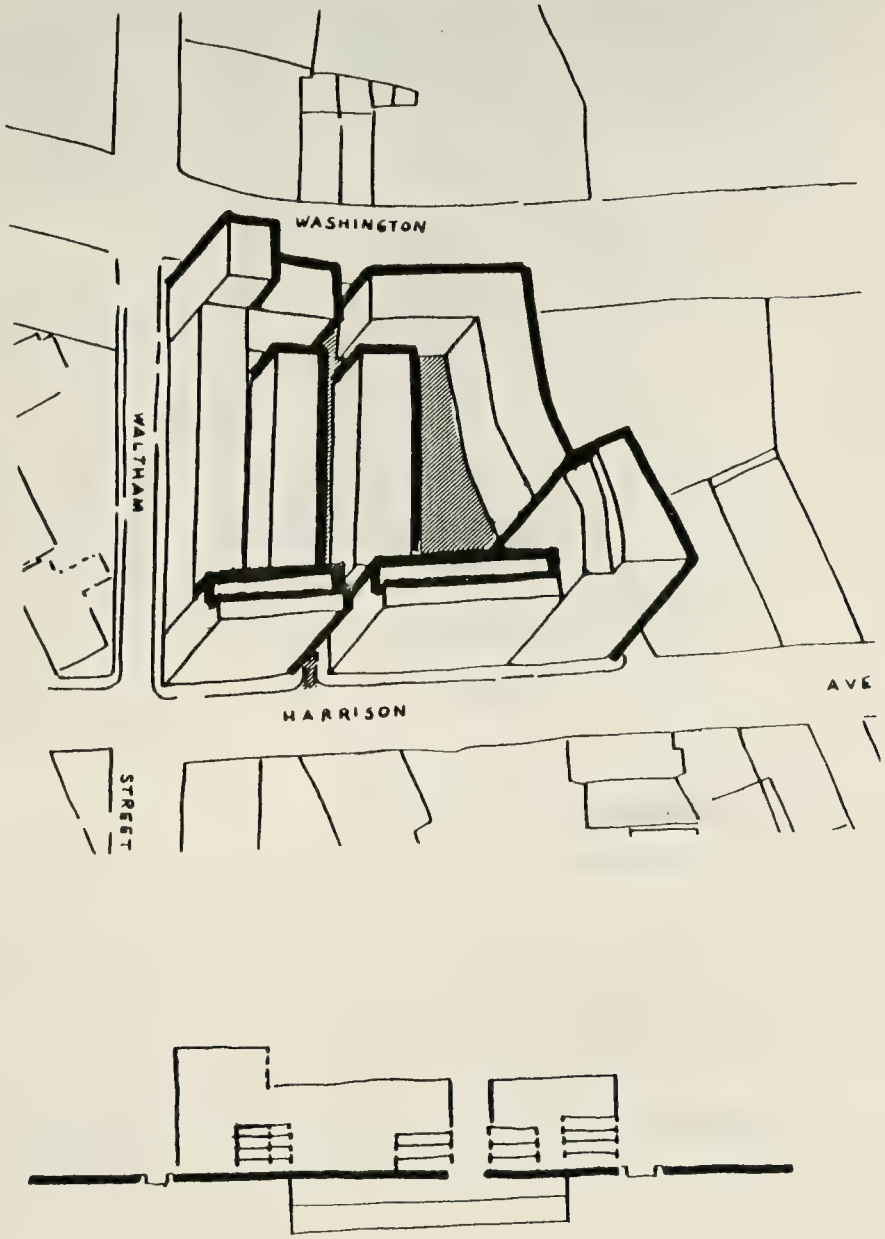
NEW UNITS	270	271,341
COMMERCIAL		29,025
PARKING (UNDER)	114	40,000
OPEN SPACE		15,875
GROSS SQ. FT.		330,515

SCHEME 2

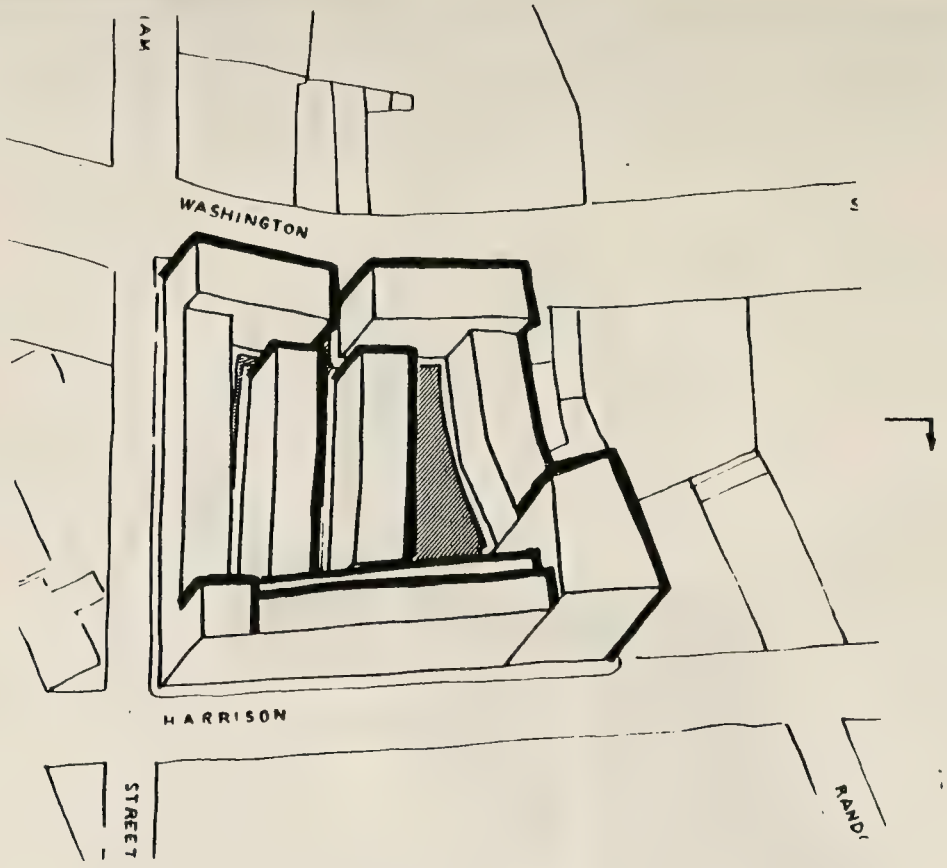
NEW UNITS	216	215,805
COMMERCIAL		28,750
PARKING (UNDER)	57	19,800
OPEN SPACE		19,800
GROSS SQ. FT.		258,400

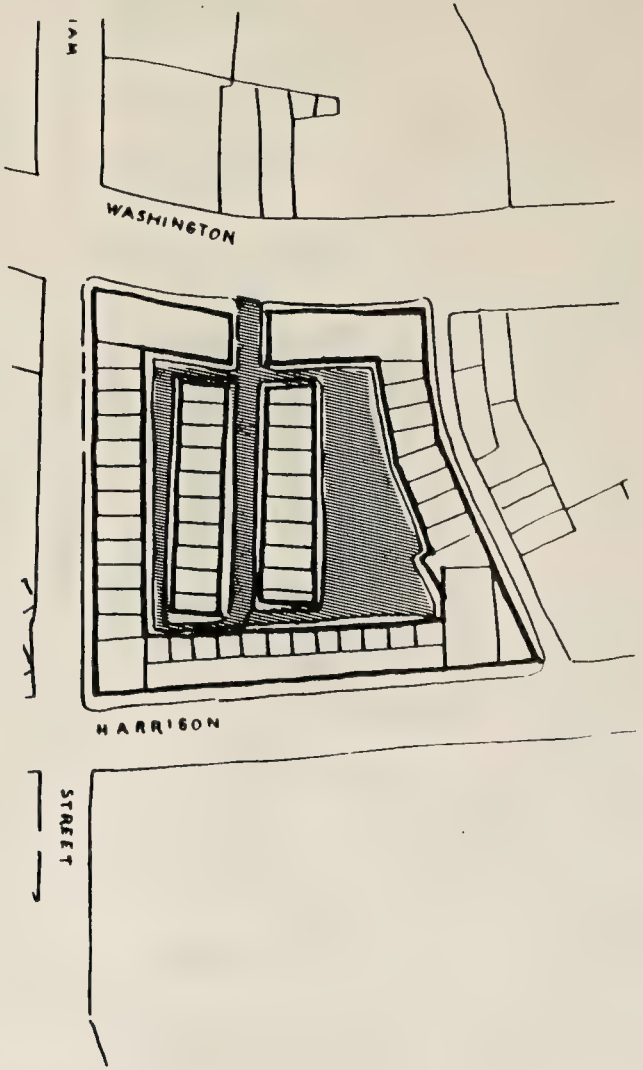
SCHEME 1

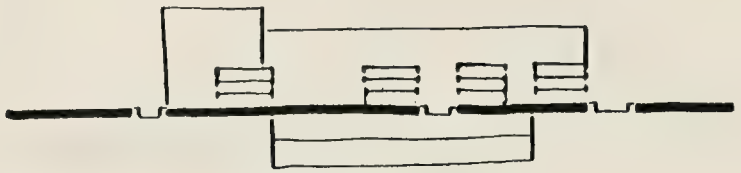

WALTHAM
WASHINGTON
HARRISON
STREET


WASHINGTON
WALTHAM
HARRISON
AVE
STREET

SCHEME 2







Summary

In this section, we propose potential housing sites, strategies for control of these sites, and our vision for Chinatown's housing potential.

Summary of Recommendations and Next Steps:

1. Stop gentrification by gaining control of sites:

   Step 1: Educate community about dangers of gentrification.
   Step 2: Begin organizing Tai Tung and Mass Pike Towers around turnover threat.

2. Gain ownership of "Expiring Use Restrictions" projects for CDCs or tenants:

   Step 1: Begin needs assessment to determine type of tenure that tenants desire.
   Step 2: Identify federal programs for technical assisstance to CDCs and other non-profit organizations, such as the Nehemiah Opportunity Program.
   Step 3: Seek transitional subsidies to enable low-income tenants to purchase their units.

3. Gain control of new sites proposed in Housing Master Plan:

   Step 1: Gather information on proposed plans for each site.
   Step 2: Since this is more long-term, the CNC should begin some groundwork and lay some foundations. Get funding support from BRA and other agencies for further analysis.

4. Concentrate negotiation efforts with T-NEMC on Posner Lot:

   Step 1: Determine precisely Chinatown's goals for this site.

   Step 2: Gain BRA support.

5. Pursue the Cathedral site for affordable housing:

   Step 1: Initiate discussions with the Archdiocese and seek interested South End neighbor hood groups.

6. Seek the appointment of a housing advocate to address short- and long-term housing needs of Chinatown residents:

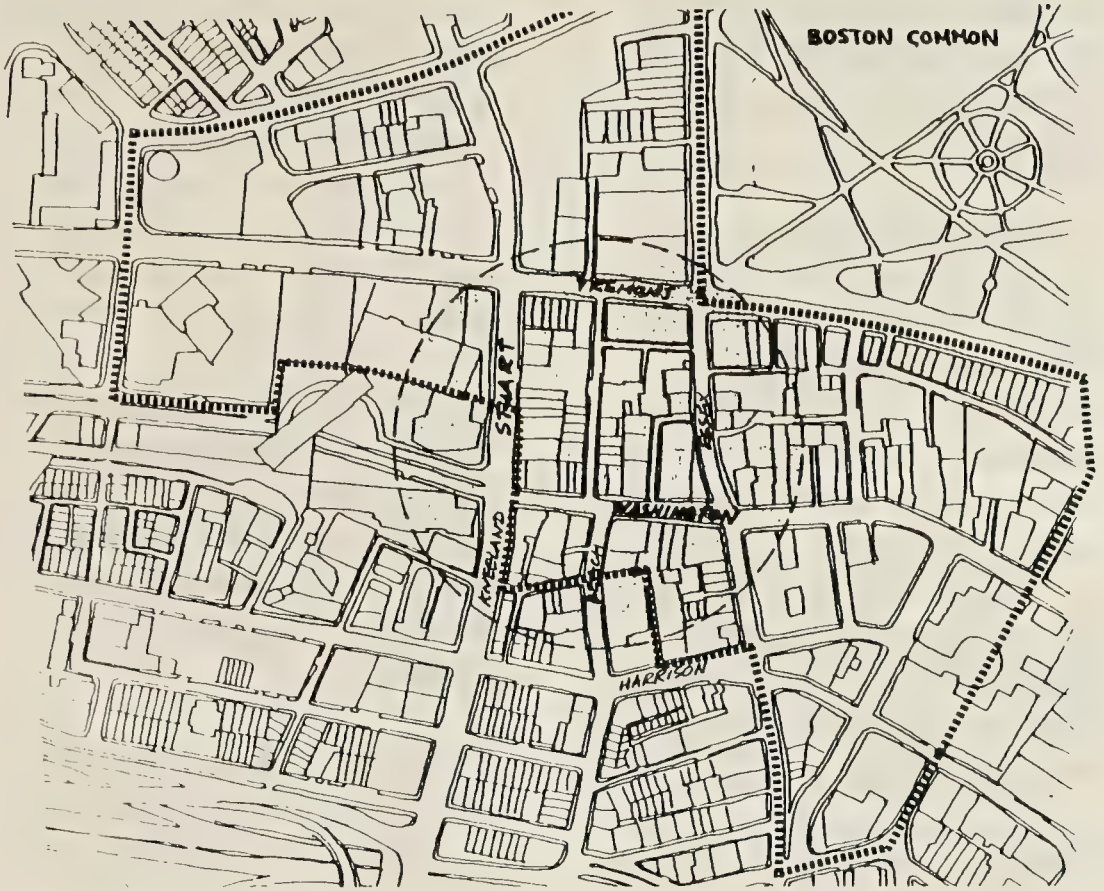
   Step 1: Conduct comprehensive survey of government agencies
   to see who on their staff addresses Chinatown's concerns.

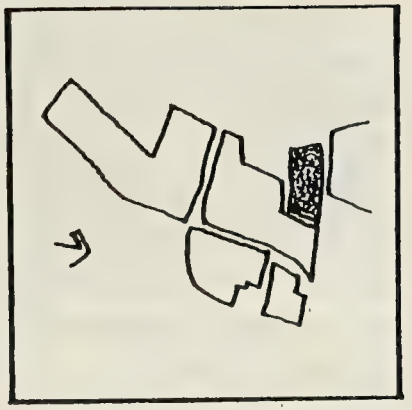
7. Establish strict zoning guide lines for design, affordability, and use for all developments:

   Step 1: Form subcommittee to determine zoning criteria.
   Step 2: Conduct comparative study of other Chinatowns.

CHINATOWN
PLAZA

CULTURAL DISTRICT





INTRODUCTION

Given the proposed plans for the development of the Midtown Cultural District and the proximity of Chinatown to this area, the Chinatown community is faced with major challenges as well as opportunities.

Redevelopment of the Midtown Cultural District poses a major opportunity for Chinatown to expand its boundaries to the north where the community can stake a claim in the development of the area and have its needs met for cultural facilities, as well as capture opportunities for commercial, retail, and residential space.
However, if the community does not take advantage of these opportunities and does not monitor the re-development process, adverse consequences may result.

The reconstruction could result in the creation of a "wall" of development that is inappropriate in scale and use for Chinatown. The effect of the development could further increase land values and gentrify core Chinatown. Hence, the need for affordable housing and facilities for cultural activities would not be met.

The draft Community Plan calls for the creation of facilities for cultural activities for the Asian community to be located in the Chinatown area. This sets a scenario fo the interests of Chinatown to be merged with the overall BRA plans.

The BRA Midtown Cultural District Plan has proposals for a mix of residential, cultural, office, retail, hotels, and public space to be created in the district, as well as the revitalization and restoration of dormant theatres and the preservation of existing theatres. Because this plan does not address all of the elements present in this project, this proposal will focus on several issues to be included in the reconstruction of the area.

This portion of the proposal provides a strategy to include Chinatown's requests for facilities for cultural activities in light of the existing conditions and the proposed developments for the Midtown Cultural District.

The request for facilities has been voiced by dozens of cultural organizations and individual artists in Boston's Asian community. There exists the potential for these activities to occur in a centralized location as well as in a mixed-use facility within core Chinatown and the Midtown Cultural District.

There are over fifty cultural organizations and individual artists in Boston's Asian community including visual and performing artists in the Chinese, Japanese, Korean, Vietnamese, and Cambodian communities.

Throughout any given year there are dozens of shows by these artists for the Asian community as well as the

rest of Boston. Currently, performances and exhibitions are scattered in several different sites in Boston and the surrounding communities due to a lack of space in the Chinatown area.

The proposals outlined in this section focus attention on the existing historic character of lower Washington Street and the proposed development sites in the Hinge Block.

The Hinge block, (see Map #l), bordered by Washington , Essex, Tremont, and Stuart Streets and the adjacent blocks along Washington and Essex streets (the area of lower Washington Street) are crucial to the Chinatown community. The development sites are situated in highly visible areas adjacent to core Chinatown and can anchor Chinatown's presence in the City of Boston. The sites offer a wealth of opportunity for physical and economic expansion of this community and they are prime sites for commercial, cultural, social service, and non-profit facilities, and for limited housing.

These activities are priorities for Chinatown and can contribute to the economic and cultural needs of the community. Both Chinatown and the city at large can benefit from the thoughtful and progressive re-development of this area.

Currently, the buildings along lower Washington Street present a visual and psychological barrier to core Chinatown. Also, the presence of the pornography industry provides no economic benefits to the community and detracts for the social well-being of the neighborhood.

These conditions undermine the potential for an ideal link between the downtown commercial district of Boston and Chinatown. However, with careful planning and consistent involvement in the development process of the Midtown Cultural District, Chinatown can shape the pattern of growth for its community.

This chapter is divided into five sections that will outline the necessary information needed to develop and implement a plan for Chinatown's interests in the Cultural District.

The first section, EXISTING CONDITIONS, will present an overview of the current conditions of lower Washington Street and the Hinge Block, as well as the plans by the BRA and private developers for the area.

The second section, GUIDELINES, provides guidance for re-development of the Hinge Block. Steps are outlined for the development of lower Washington Street and the Hinge Block. It proposes a vision for the potential development that will occur in the area.

The third section PROPOSED PLANS FOR THE HINGE BLOCK, describes potential sites on the Hinge

Block that best meet the needs of the Chinatown community.

The section on STRATEGIES, presents steps that should be taken to accomplish the plans for development and to acquire funds to subsidize the desired activities.

The final section, RECOMMENDATIONS, contains steps to ensure the involvement of Chinatown in shaping the development of the Cultural District.

EXISTING CONDITIONS

Because of the scarcity of land in Chinatown, opportunities for expansion are limited. The current conditions of the Hinge Block and lower Washington Street offer the best opportunities for growth in the area.

The Hinge Block: This block provides a key link for Chinatown and the Cultural District. It is located at the intersection of several vital areas

MAPS OF DEVELOPMENT SITES NEAR CHINATOWN

Development Sites

1. Hinge Block
2. South Cove Parcel C4
3. Gary Theater lot
*4. Commonwealth Center
*5. South Cove Parcel P7

*object of proposals

Vacant or partially vacant buildings

a. Richardson Bldg.
b. Public Theater
c. Liberty Tree Bldg. & Pilgrim Theater
d. Saxon Theater
e. Essex Theater

in the city - the downtown commercial area, the Boston Common and Chinatown. The block contains no land that is publicly - owned however, and poses a problem for ownership by the Chinatown community.

The BRA's Midtown Cultural District Plan has proposed the following for this area: affordable housing units, the rehabilitation of theatres for cultural activities, facilities for retail and commercial activities, and public gathering spaces. However, because of the high cost of land in the area, and the problems of ownership, a large number of affordable housing units is not feasible for the area. The BRA has included plans for parking facilities to be placed below grade.

Additional developments around the Hinge Block have been proposed by private developers such as the Rich-Perry proposal, and the New England Medical Center and the Institute of Contemporary Art proposal. The Rich-Perry proposal has plans for

OWNERSHIP ON HINGE BLOCK

Site 1. Approx. 40,200 sf. with one owner holding 30% of site and two others owning 15% of site.

Site 2. Approx. 30,000 sf. with one owner holding 50% of the site.

Site 3. Approx. 30,000 sf. with multiple owners, but one owner holding several lots.

13300 sf. one owner

Active buildings

three large office towers to be situated between Tremont, Washington and Boylston streets. They will house a variety of commercial, retail and cultural activities.

The New England Medical Center and the Institute of Contemporary Art have proposed a 20 story office tower for the site on the corner of Tremont and Stuart Streets. This development will provide facilities for both institutions as well as space for commercial activities.

Lower Washington Street: Currently the activities along lower Washington Street and its deteriorating buildings present a visual and pychological barrier to Chinatown. In addition, the presence of the pornography industry in this area provides no economic benefits to the community. These conditions undermine what is potentially an excellent link betweeen the downtown commercial district of Boston and Chinatown.

CONECTIONS

To reinforce connection between Chinatown and downtown commercial area.

To create connection from Chinatown to Midtown Cultural District.

1 To create articulation between Beach, Washington and La Grange streets.

2 To create articulation between Chinatown, Hinge Block and Midtown Cultural District.

However, the area possesses several attributes that can contribute to the revival of the district. There are buildings along Washington Street that have been classsified by the Boston Landmark Commission as historic buildings in both Category II and III. These classifications target the buildings as being of historic interest to the community and require permission from the Commission for removal. As in the case of the rest of the Hinge Block, the buildings in this area are privately-owned by several individuals. Both areas are characterized by heavy traffic flow, lack of parking and narrow sidewalks.

GUIDELINES

Physical Context: This district has the potential for providing Chinatown with a vital link to the downtown business community and an opportunity to establish the historical identity of Chinatown.

Rehabilitating the buildings in this area instead of erecting large towers would restore the original character of the neighborhood. Although there are other buildings that are not classified in these categories, they contribute to the streetscape and can be consistent with the character of the area.

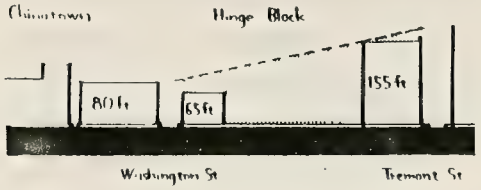
Access: The congested traffic in the area often conflicts with the pedestrian flow. Increased pedestrian access to this area and below grade parking is recommended to alleviate these problems. In addition, widened sidewalks and open spaces for public gatherings are recommended to connect this area with the Cultural District and the downtown commercial center.

Land Use: Through the presence of mixed-use activities and the strategic location of businesses and cultural facilities, the links for Chinatown and other areas can be increased. Washington Street can be a magnet for attracting users interested in commercial, retail, and cultural activities. Basic commercial and retail facilities (grocery stores, laundromats, drug stores) must remain a priority for the community and should be located on ground floors. Restaurants, hair salons, giftshops and import shops and cultural facilities also benefit economically from ground floor locations.

However, cultural facilities (performing, rehearsal and exhibition space) can be located on the second floors of buildings. The criteria for locating these activities on the first and second floors is that they be accessible to pedestrians. Housing units and offices can be located above commercial and cultural activities and be placed near stores and services that provide basic needs for the community.

HISTORIC BUILDINGS

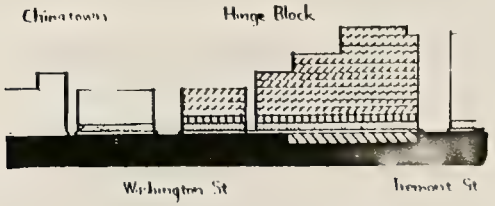
- Buildings classified in Category II by Boston Landmark
- Commission Buildings classified in Category III by Boston Landmark
- Buildings creating a streetscape on La Grange Street
- Streetscape created by historic feature on Washington St.



PEDESTRIAN ACCESS

- Circulation to improve
- New circulation spaces to create

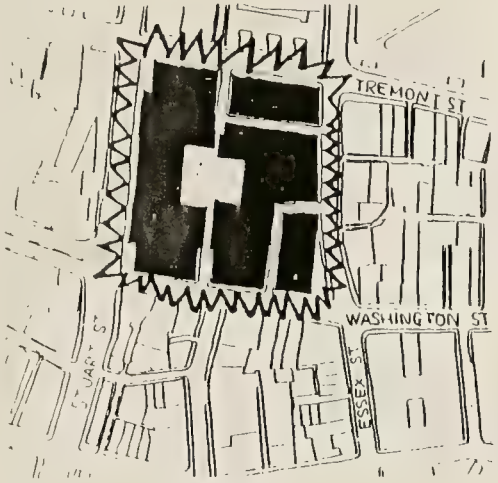
- Commercial and retail uses to expand from Chinatown to Downtown
- Creation of network of cultural services
- Existing facilities
- New facilities in vacant buildings
- Creation of new buildings



There exists the potential for at least three patterns of development for the Hinge Block and lower Washington Street: one large development by one owner; several small developments by several owners; or three developments by several owners. The advantages and disadvantages of each type are outlined in the following maps and charts:

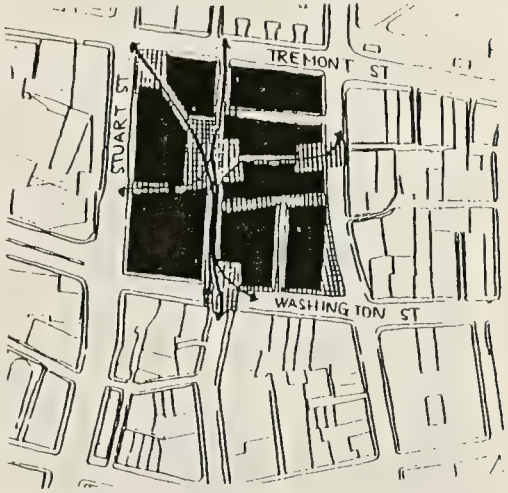
Senario 2

SEVERAL DEVELOPMENTS



Senario 1

ONE DEVELOPMENT



Senario 3

THREE DEVELOPMENTS

	ADVANTAGES	DISADVANTAGES
ONE DEVELOPMENT	- one big development will quickly improve the image of the neighborhood - this kind of development offers Chinatown the opportunity to negotiate for one large facility for their community - there exists a greater possibility to extract maximum linkage funds	- this type of development would make it difficult to aggregate the parcels because of multiple ownership - the uncertainty of the market for commercial space makes this and economically vulnerable approach - the bulk and massing of a huge development will be inconsistent with the physical character of the neighborhood - there exists a risk of erecting a barrier between Chibatown and the Midtown Cultural District
SEVERAL DEVELOPMENTS	- if a development is broken into several small parcels the scale and massing will be consistent with the physical context of the neighborhood - this type of development is a better fit to the ownership characteristic of the Hinge Block	- the re-development of the area and the desire for a better image could be slowed as they are dependent on the availibility of land - few or no linkage funds would be available for Chinatown if developments are too small - it would be difficult for Chinatown to achieve its goal for expansion over

	ADVANTAGES	DISADVANTAGES
	- the Chinatown community could be integrated as a minority partner with control of one or more parcels - it will be able to withstand market forces	Washington Street if development is dependent on the availability of land - three developments are more resistant to market forces than in the case of one massive development - it would be easier to achieve the connections with Chinatown and the Midtown Cultural District
THREE DEVELOPMENTS	- this type of development is the most consistent with the ownership and existing characteristics of the Hinge Block - it could achieve a gradual physical development with low heights on Washington Street to the highest on Tremont Street to respect the existing character of Chinatown - each development might be better suited to the particular needs of Chinatown (smaller facilities for basic needs and larger ones for linkage funds and housing)	- it would be necessary to convince the BRA of the advantage of this strategy as the agency determines the final approach

PROPOSAL FOR THE HINGE BLOCK

This proposal suggests requests that could be made by the Chinatown community for facilities to achieve a gradual connection to the rest of the Boston community. There are three sites on the Hinge Block that can achieve these goals.

The FIRST PORTION of the block is located on the lower part of Washington Street between Stuart and Washington Streets. A development in this area should adopt a scale consistent with the existing streetscape shaped by the presence of numerous historical buildings. This part of the development is characterized by a mix of new features and the rehabilitation of vacant buildings.

Through the renovation and rehabilitation of existing vacant structures, the Asian community can request that services and cultural activities be integrated in those historical vacant buildings (i.e. the Richardson

SCENARIO OF DEVELOPMENT IN THREE PARTS

① High density development

② Low density development with preservasion of historic feature

③ Medium density development around YMCU historic building

Use of open spaces to link Chinatown to different parts of development

Building) located at the corner of Washington and LaGrange Streets. Space for basic needs, services (such as a job data bank, or an information center, media arts center), retail space for grocery stores, laundry facilities, bookstores, and restaurants would be located primarily on the ground floor. Second and third floors would be targeted for service organizations and cultural activities. This expansion could address the objective of linking Chinatown to the downtown commercial area. The area of the site is 38,900 sq. ft., with two-thirds of it currently occupied by structures. At least 10% of the development should be reserved for a minority development partner from the Chinatown community. (See Map #3, Ownership site #3).

The SECOND PORTION of the site is located between Tremont, Stuart, and LaGrange streets. This parcel could be developed on a scale that does not impact the neighborhood negatively. This site could accommodate an Asian cultural center as well as commercial and retail facilities - with retail activities taking place on the ground floor and the cultural center located on the second or third floors. In this development, a cultural center would serve as a gathering ground for the various cultural organizations and individual artists in the community. (See Map #3, Ownership site #1).

Programming should focus on performing arts with a 400 seat theater, a visual arts center, an Asian American musem of history, and a lobby with related commercial spaces (craft shops, arts shops, antique stores, bookstores, eating emporiums, and import shops).

The objectives of this cultural center are two-fold:

1) To address the need for space for the production and reproduction of art, for existing performing and visual artists, as well as a place for receiving touring companies, and to house community festivals and special events.

2) To promote the Asian-American cultural activities as an integral component of the Boston community.

This facility could be subsidized by the linkage program on with 10% of the jobs on the site reserved for Chinatown and/or be developed in partnership with a minority developer.

The THIRD PORTION of this site is located between Boylston and LaGrange streets on property owned primarily by the YMCU. It consists of 24,000 sq. ft. with the portion of the YMCU building on Boylston Street. This portion of the development is suitable for mixed commercial use and housing. Here negotiations could be made with developers for linkage funds for at least 25% of the units to be reserved for low -and moderate-income housing.

The creation of public open spaces through the Hinge Block could

articulate the different development projects. A variety of spaces could be created. For example, a square on Washington Street in front of Beach Street could be oriented towards the community, and a central commercial and cultural place could be located on the corner of Stuart and Tremont Streets.

LOWER FLOOR DIAGRAM

Expansion of commercial and uses that have Chinatown business

Existing commercial use

Open Spaces

a. Recreational and gathering spaces for Chinatown

b. Commercial plaza

c. Public and lobby space for cultural facilities

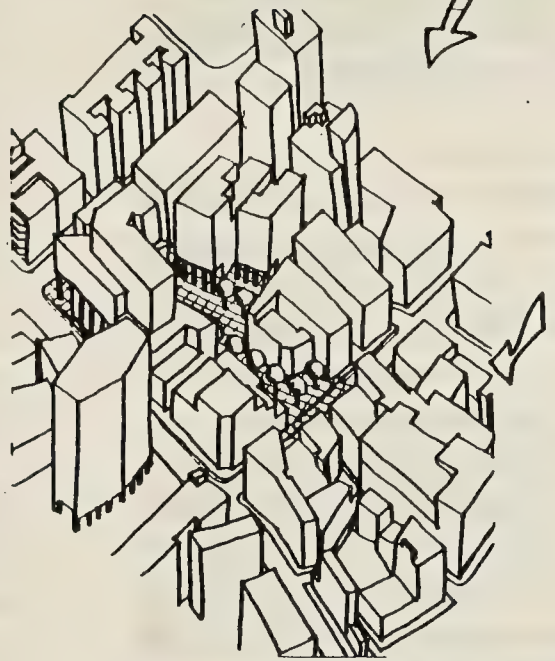
Creation of mixed use; cultural/ services/commercial spaces for Chinatown

1. Job Infromation Center in Richardson Building
2. Media Center in Public Theater
3. New Asian Cultural Center
4. Reharsal Studio in Liberty Tree Building
5. Rehabilitation of Essex Theater

RECOMMENDATIONS

Ask for the federation of Chinatown culture by creating an Asian Cultural Center. Address the cultural diversity of Chinatown and promote the vitality of Chinatown at the city scale.

Ask for a linkage of Chinatown to downtown area by improving pedestrian access through public amenities such as street and crossing improvements.



Ask for articulations of Chinatown to Cultral District by creation of public open spaces such as recreational, gathering spaces.

Ask for diversification of Chinatown economic presence by means of commercial services/ cultural facilities on the lower floor of any development.

Ask for an integration of Chinatown to downtown by continuity of the physical characters such as rehabilitation of historic buildings consistent with the existing scale of the lower Washington Street.

STRATEGIES

These plans for Chinatown's growth focus on capitalizing on the existing potential for the community. However, in themselves, they are not sufficient for achieving the goals. Specific strategies with a commitment and momentum are required to achieve these obectives. The following selection is for consideration and review.

COORDINATION

Efforts could be made by individual organizations on a collective basis. The Chinatown community would need to engage in dialogue to determine the most efficient strategy for obtaining their objectives and proceed with a plan. If there is a preference for groups and organizations to negotiate with developers on an individual basis, this strategy should be common knowledge. An umbrella organization such as the CNC could represent and coordinate the commmunity's interests regardless of the approach. It is unlikely that any one organization could support a performing arts center. Combining activities in a shared facility can ensure maximum use.

The priority should be that the entire Chinatown community reap the maximum benefits. Communication such as this would prevent haphazard development and programming, conflicts, and inequities with regards to space and subsidies.

OUTREACH

The CNC or an advisory committee should be responsible for educating Boston's Asian community, and in particular, cultural and business groups, on the proposed plans and opportunities that exist for the area. Information regarding funding programs, small business loans and assistance from private and public sources should be made available to the community. In adddition, education in collective and political strategies must be done to provide an option for achieving goals. The Chinatown community should be aware of the problems and oppotunities that are present with proposed developments. The disadvantages of large developments inhibiting the expansion of the community, as well as the opportunity for linkage funds that accompany large developments should be public information.

The Asian community is not the only one that should be targeted for education. Developers and the rest of the Boston community should be made aware of the need for facilities for Chinatown. Education on the needs of the community, the types of activities that would be placed in the developments, and the users of these facilities must be made known to the developers as well as the funding sources. For example, video tapes can accompany applications from cultural groups or non-profit organizations that apply for grants from banks and private organizations not familiar with such activities.

As recommended in this proposal, the CNC or a comparable advisory body, with the endorsement of the community, should be responsible for advocating the particular concerns of Chinatown. Their position could be reinforced by the support of government agencies that are sensitive to the needs of the community.

A community agency negotiating with developers could convey a common and consistent theme and may be more effective in monitoring the responses and adherence to proposals.

The maximum linkage funds should be demanded from individual developers to address housing and employment needs. Thus, the advantage of developments in excess of 100,000 sq. ft. and the disadvantage of several small developments needs to be considered.

Together, the above strategies can increase the bargaining power of Chinatown. However, they must be implemented on an on-going basis, and the momemtum must be maintained throughout the course of development.

RECOMMENDATIONS

The following summarizes the recommendations made in this proposal:

— Ensure that Chinatown plays an active role in its development on an on-going basis.

— Coordinate the efforts and goals of neighborhood and cultural organizations in the area for a consistent approach.

— Educate the community about the problems and opportunities that exist.

— Focus development on the Hinge Block and lower Washington Street to expand the boundaries of Chinatown and anchor its presence in the City of Boston.

— Preserve and enhance the existing historical buildings and those that reflect the character of the original community.

— Discourage out-of-scale development that creates barriers for the community.

— Request that the City dedicate linkage funds to improve Chinatown.

— Encourage devlopments that provide physical links with Chinatown and the rest of the downtown community.

NEXT STEPS

— Request funding from the City for a full-time position to coordinate the interests of cultural organizations.

— Produce a thorough inventory of cultural organizations and their needs to determine the requirements for space for rehearsals, performances and exhibitions.

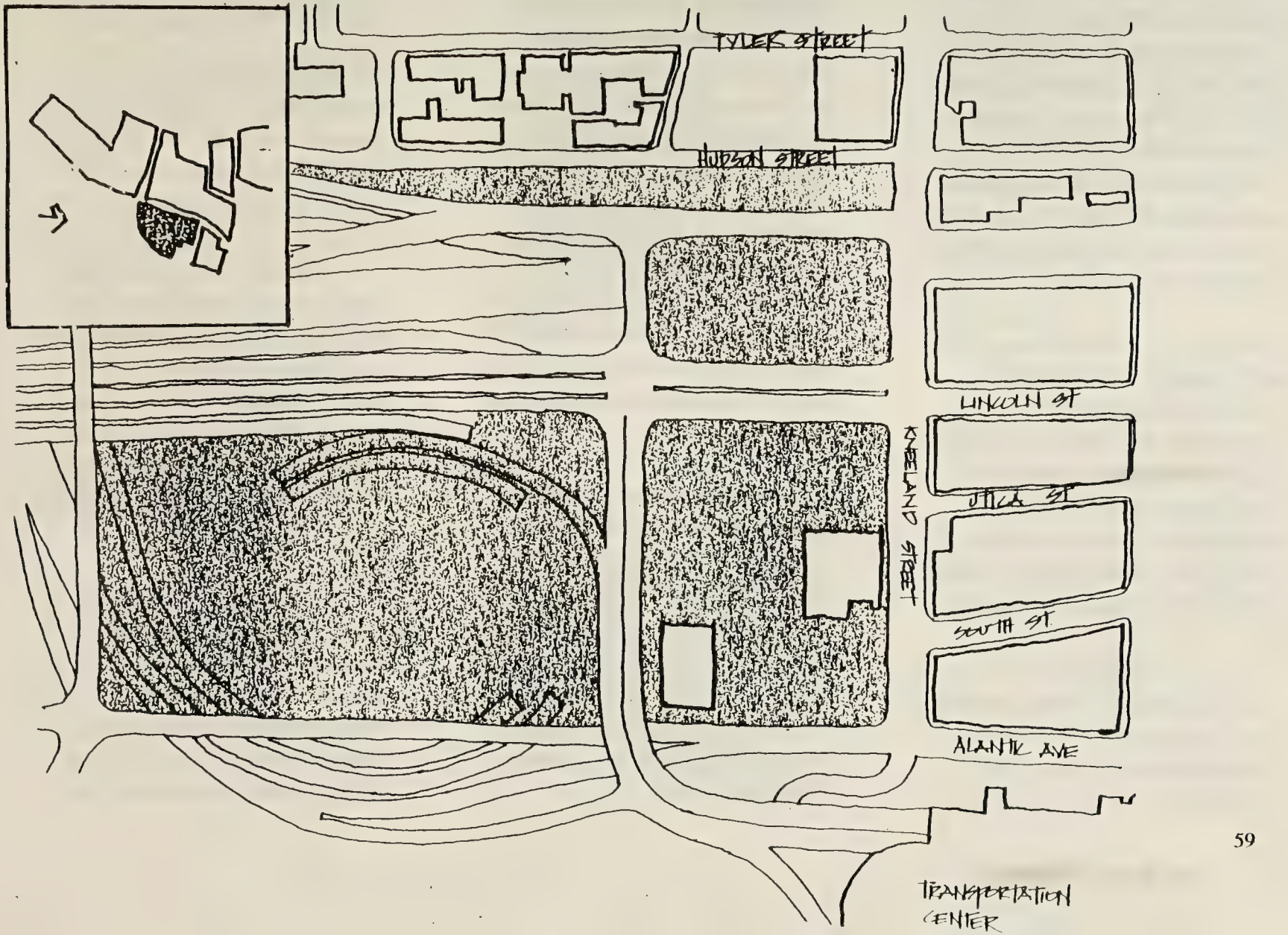
— Communicate the community's interests and needs to the major developers with interests in the Hinge Block.

— Ensure that the BRA publicizes re-zoning hearings.

— Work with the BRA to establish guidelines for massing that reflect the physical scale in Chinatown as well as the area along Washington and Essex streets.

— Ensure that Chinatown participates in the Design Review.

CENTRAL ARTERY-GATEWAY SITE



A. VISION: Staking the Claim for Chinatown

The place in downtown Boston which offers the most exciting possibilities for Chinatown 2000 is a site which does not even yet exist as open developable land. Now, it is only a nest of highway ramps, a no-man's-land where the Wang building sits and the Boston Thermal Energy Plant steams.

But ten or 15 years from now, when the Central Artery/third harbor tunnel construction project is done, this 14-acre landmark site will stand: from the new block of land across the mouth of the Central Artery across to the new stretch of Atlantic Avenue, south from Kneeland Street to the curve of the railroad tracks.

The studio has named this site "the Gateway," because it could become both a monumental new entry to downtown Boston as well as a passage to Chinatown's economic redevelopment.

Fourteen acres of contiguous land opening up at the foot of the downtown financial district, adjacent to the huge South Station redevelopment, without displacing anyone — the Gateway is obviously a unique site, impossible to assemble any other way than as a result of this highway project. Sitting at the intersection of the expressway and the Massachusetts Turnpike, the Gateway will be more accessible by car than any other downtown location; via the Pike, it will also connect directly to the new harbor tunnel to Logan Airport.

It will be a big enough parcel for almost any use or mix of uses: a whole new residential community, a high-rise hotel-office complex, a retail and wholesale market, a low-rise industrial park. Built high, its towers would command a majestic view in four directions. It will not take much for developers to recognize its potential.

However, Chinatown already has a unique historical claim to the site, and its potential to repair the neighborhood fabric torn during its traumatic land-use history.

The same public agencies which stripped away two edges of Chinatown are now overseeing these combined highway reconstruction projects. Some of these agencies are supported by the profits still accruing from eminent-domain takings from Chinatown and other Boston neighborhoods. Before the Gateway is sold to the highest bidder on the open market, these agencies — operating in the public trust, with public dollars — must now recognize that it is only right for Chinatown to stake a claim on the site, as restitution.

There are two ways in which Gateway could and should become an economic generator for Chinatown. First, the community should have site and development control, through a community-based nonprofit development arm specifically created for

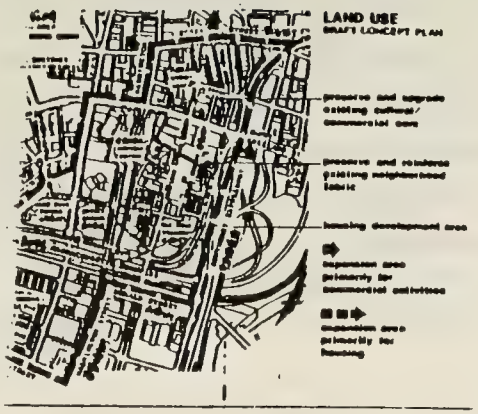
owning, managing and controlling development on the Gateway.

Then, the high market value of the site could cross-subsidize the space for neighborhood-based businesses, business services, job and language training, and other economic activities, both on the site and in core Chinatown.

If Chinatown is to fulfill the promise of the community-based master plan, reaching the goal of economic growth with neighborhood integrity, the Gateway is a critical place for the community. With no room to grow within its current boundaries, Chinatown needs the space and the base for a new direction in community-based economic development.

B. RELATIONSHIP TO THE DRAFT MASTER PLAN

This vision responds to the draft Chinatown master plan's specific language about land use and community services as well as economic development. As outlined, the Gateway proposals would:



o Serve the future growth and vitality of the Chinatown community by:

1. Extending Chinatown's current boundaries to meet the challenge for new housing, businesses, jobs, services, and open space, and
2. Establishing community control over new development projects.

- Tap new funding from the public, private and foundation sector to improve, enlarge, and create community human-service programs (job and language training, child care, etc.), and

- Strengthen local businesses and diversify the neighborhood economy by creating new markets and broadening the types of businesses in Chinatown.

C. THE GATEWAY TO NEIGHBORHOOD ECONOMIC DEVELOPMENT

For Chinatown to derive the greatest economic benefit from the Gateway, there must be a clear emphasis on not just adding new blocks of restaurants and souvenir shops but:

- community ownership and management of the site,
- new neighborhood-based business opportunities (including employee-owned enterprises) and support services for them,
- appropriate job training and targetted placement, and
- subsidized space for community human-service agencies and providers.

The idea of using the Gateway's enormous market value to leverage other economic benefits for Chinatown builds logically on previous steps in the city's current linkage program. The Flynn administration has required large mixed-use developments to generate housing and jobs linkage payments. Developers have had the choice of contributing to general housing funds or targetting their linkage payments to a specific housing-creation proposal.

The city has also asked developers to go beyond these strict payments and offer other community benefits. In the Midtown Cultural District, for example, developers will be expected to cover some of the costs of the cultural and other facilties in the first several floors of their buildings.

What is proposed here is a similar concept, where the highest-value, highest-income parts of the Gateway underwrite other uses within the site: economic generators which benefit Chinatown as a whole.

Economic Generators

Any development on the Gateway site should include some activities which provide a cross-benefit tot existing Chinatown merchants, as well as the opportunity for new business ventures by local entrepreneurs and worker-owned enterprises.

Some of the functions which could work both to expand local economic opportunities and to offer replacement facilities for businesses that could move out of the core completely include:

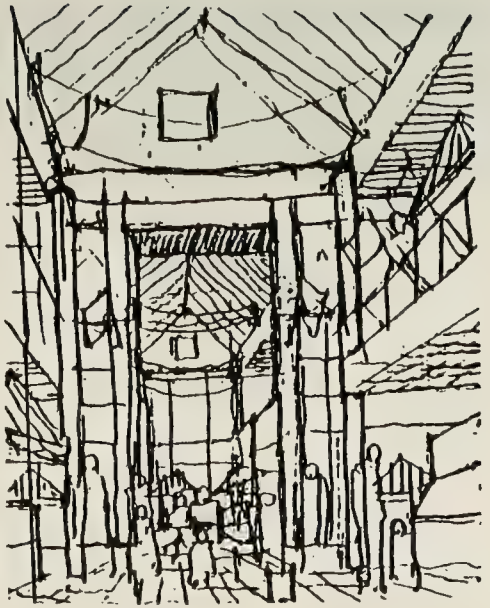
1. <u>The Asian Gateway Market</u>
Chinatown's commercial base could be dramatically expanded by locating a new Asian-oriented marketplace on the new block above the Central Artery portal.

The portal would be a logical site for a new marketplace. It is within walking distance for residents and visitors of core Chinatown, and for daytime office workers.

While the experience of Faneuil Hall suggests that a marketplace could be successful in Boston, the Asian Gateway Market would be designed to be less formal and less expensive: on the scale of Beach Street and with the feel of an international bazaar. There are similar markets in other American cities, some in abandoned railway terminals or warehouses, with stalls selling everything from groceries to prepared food to clothing, jewelry, and other goods.

While an international marketplace might be attractive to local or national chains, it would be important to make sure that the Asian Gateway Market did not compete with core Chinatown's commercial life, but rather expanded it. Existing Chinatown enterprises could be protected by forming a consortium; membership could allow a discount rate for leasing and other support services.

Depending on the number of businesses, the marketplace could occupy several floors. Above that,



however, would be a prime location for community agencies and a child-care center, whose costs could be subsidized from the market or other Gateway activities.

Whatever is built over the portal will command attention in a dramatic way from both the Central Artery and the Surface Artery. It should be built as a monument celebrating the continued presence of Chinatown.

2. <u>The Chinatown/Gateway Wholesale Market</u>

The Chinatown wholesalers who now serve a metropolitan market from their core Chinatown locations could form a consortium and relocate on the Gateway site.

The Gateway would offer easy access from the highway system and from the new Atlantic Avenue, relieving the narrow congested

streets of the core from the traffic now associated with the scattered wholesalers.

The consortium could also protect the existing Chinatown wholesalers from being overshadowed by other wholesalers who might want to join them on the new Gateway site. Consortium members could be eligible for a discount rate for leasing space in the new market.

3. The Chinatown/Gateway Industrial Collaborative

The Chinatown food-processing industry — the noodle factories, fish processors, and others — could relocate their activities jointly in an appropriate section of the Gateway site reserved for their use.

These replacement facilities could provide an alternative for the businsses now in the core which are often incompatible with their residential neighbors and which are at risk of being priced out of their current quarters. Also, as in the case of the wholesale market, a Gateway location would be convenient for customers and still effectively remove truck traffic from the core area.

D. DEVELOPMENT OPTIONS

A Note on Technical Data

Any development in the Gateway site will require extensive site preparation. The site today is overrun by an assortment of ramps and surface roads. With new technological advances made in transportation planning and highway design, this "spaghetti" can be re-aligned or buried, leaving the surface area for construction. Almost 14 acres will be restored.

In addition, to support a housing or mixed-use project, a platform would have to be built over the base of the main site and one of the exit ramps. A platform here supported by piles would cost at least $67 million, based on Copley Place figures.

The Central Artery portal (where the highway enters the Dewey Square tunnel) will be extended south from Kneeland Street 375 feet, making that block buildable as well. The off-ramp along the basketball court at Pagoda Park will be lined up with Lincoln Street; the Mass. Pike on-ramp from Kneeland Street is lined up with the Surface Artery.

As part of the preliminary design, the existing city grid continues through the site.

(The entrance to the Mass. Pike will also be moved away from Hudson Street by 50 to 70 feet, creating a new sliver parcel along that side of the narrow residential way. The design for that parcel is considered within the housing proposal in Chapter 2, "Housing," page __. While Hudson Street is adjacent to the Central Artery portal, the Mass. Pike on-ramp interrupts and real continuity with the rest of the Gateway site. It seems more appropriate to consider it as part of the residen-

tial core neighborhood.

Similarly, the studio has not tried to restore Pagoda Park as a neighborhood recreational facility elsewhere on Kneeland Street or within the Gateway site. If the Gateway were to be developed as a primarily residential area, it would demand an active recreational park. However, unless a section of the new Central Artery portal cover were to be set aside for a park replacement, it also seems more appropriate to find a core site for a new Pagoda Park.)

One key to developing the Gateway site is to see the bowl-shaped parcel in layers. Its lowest floors — which will be below grade — could be used for the mechanicals, loading docks, storage and parking. It would also offer easy access for enterprises oriented to pick-up and delivery, such as the centralized wholesale market for Chinatown. The highest floors will have an increasingly impressive view, and can be marketed accordingly, as office, hotel, or restaurant/function space.

In between, there is plenty of room for the less expensive research-and-development or back-office space, as well as the business-incubation and job/language training facilities.

In each case, development would be phased to allow for design changes and so that each piece of development can help finance the next. Although it is the southern tip of the Gateway which will probably offer the highest return over the life of the project, it will probably not be the first part of the site to be developed. Initially, the Gateway must become identifiable as a new location on the map of downtown Boston, and identified as a destination beyond the South Station redevelopment and the Leather District.

Because the Wang computer company already owns the building and a significant chunk of the surrounding property, that corner of the Gateway would be the most likely for early development, together with retail along the Kneeland Street edge.

It would also be important to put the Asian Gateway Market on the portal area at an early stage; the key corner at the other end of the Gateway, it can also begin to act as a magnet, attracting new foot traffic across Kneeland Street and the Surface Artery.

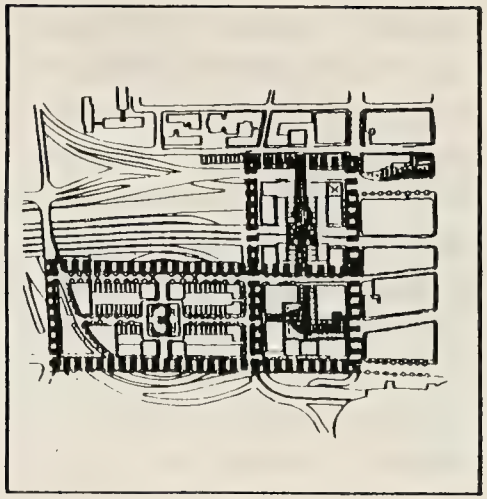
Computer Modeling

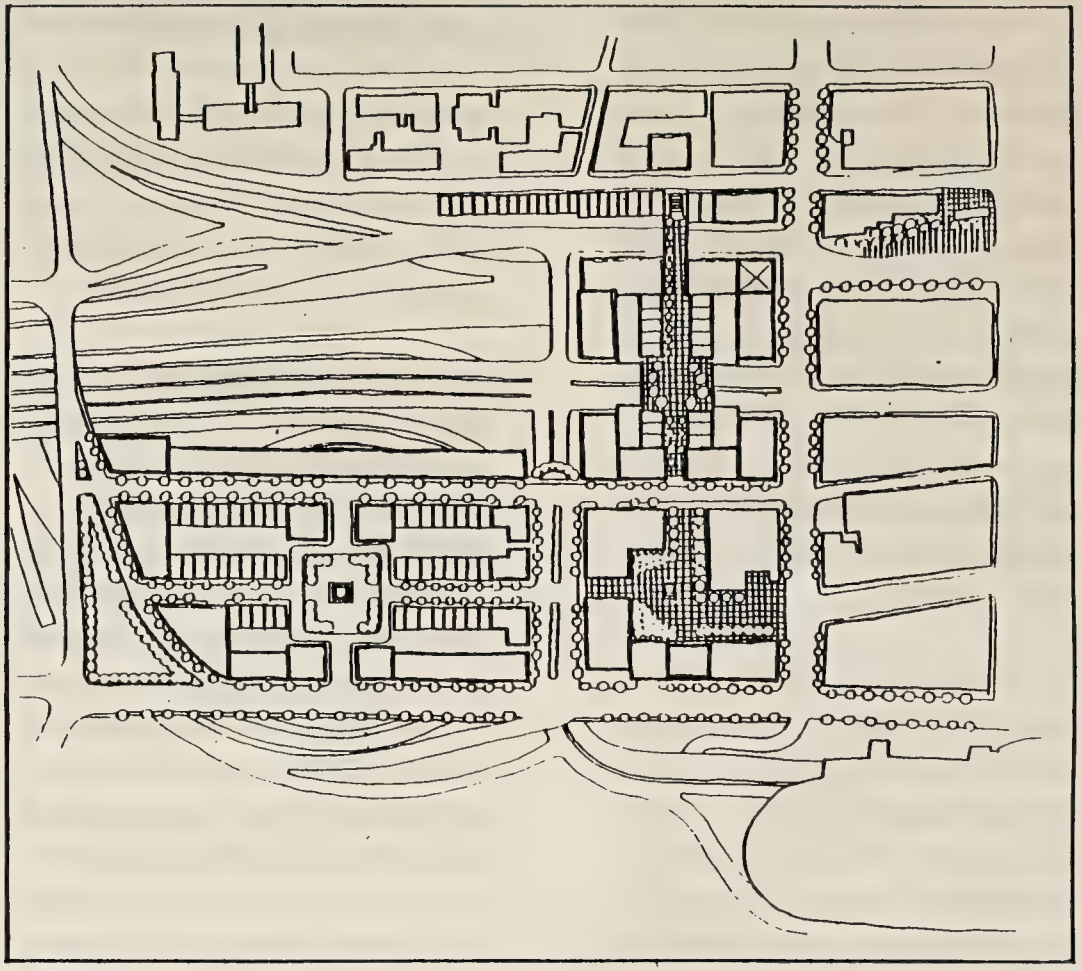
To test the potential of the Gateway site, we ran computer models for a variety of development options, including predominantly residential or industrial designs. We also measured the potential results of three alternate mixed-use designs. The appendices contain full descriptions of the estimated jobs and other important data associated with each option (see Appendix).

Housing

Housing was tested at low (FAR 2) and moderate (FAR 5) densities, resulting in total numbers of units ranging from 337 to 1000. Because of the high costs of building on the complex site, any housing on the site would require high-end development as well, so this model includes 20,000 square feet of retail and 300,000 square feet of office space. A 2000-car parking garage for both residents and commuters would connect directly to the new highway system.

Development Phases



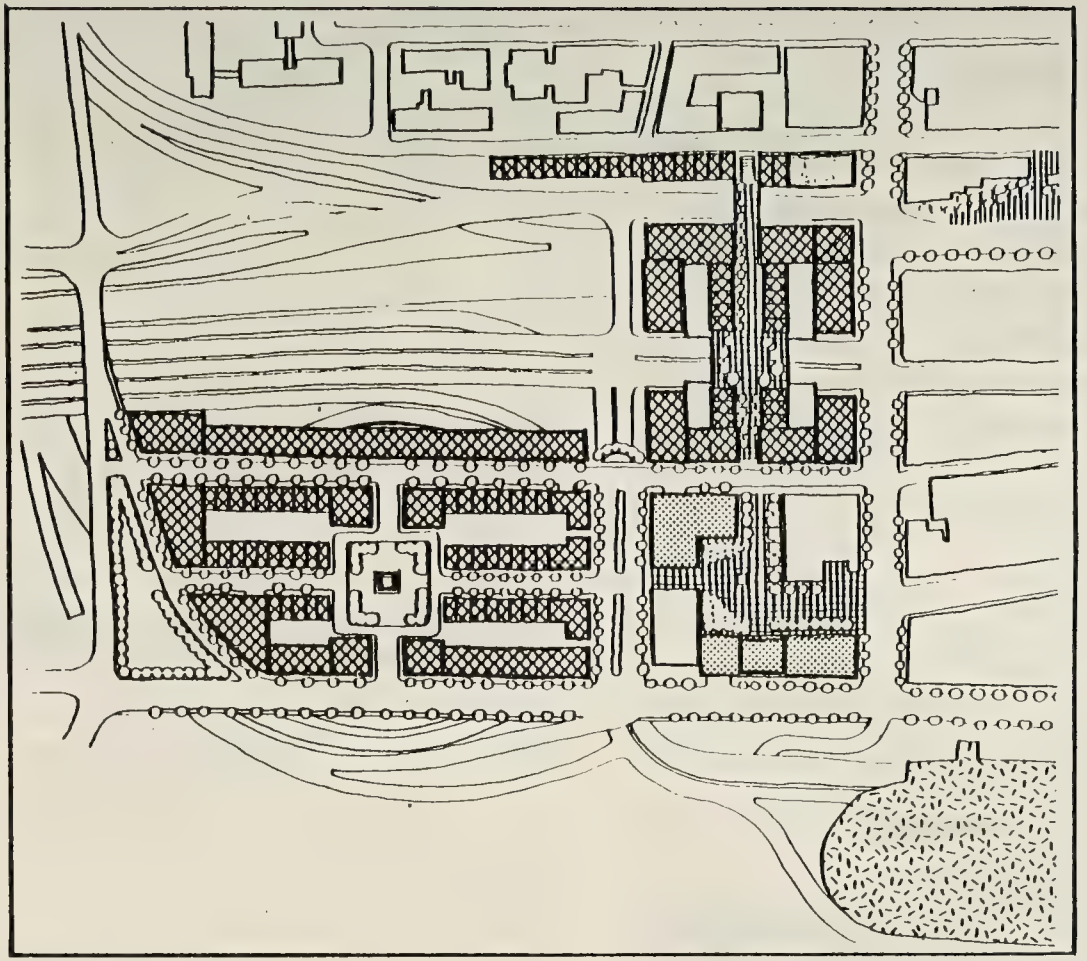


SITE PLAN

The architectural character of the housing would be patterned after the South End, maintaining continuity with the brick rowhouses of Chinatown as well. A central plaza would contain retail for the local residents as wel as open space for them and other users.

The number of affordable, moderate-rate, and market-rate units would be based on the South End Neighborhood Housing Initiative (SENHI) model, which designates one-third of a development project to fall in each price range.

The development cost for a 1.5 million-square-foot scheme with 1000 housing units is estimated at $500 million.



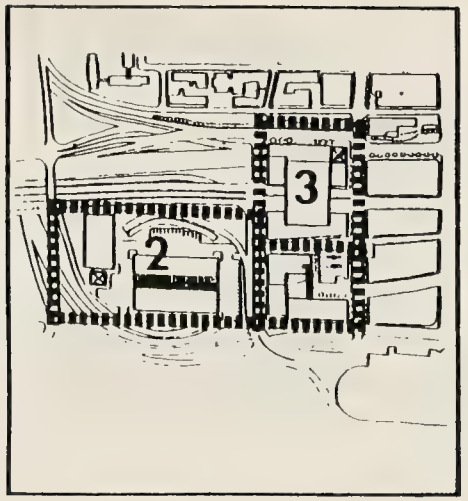
HOUSING LAND USE

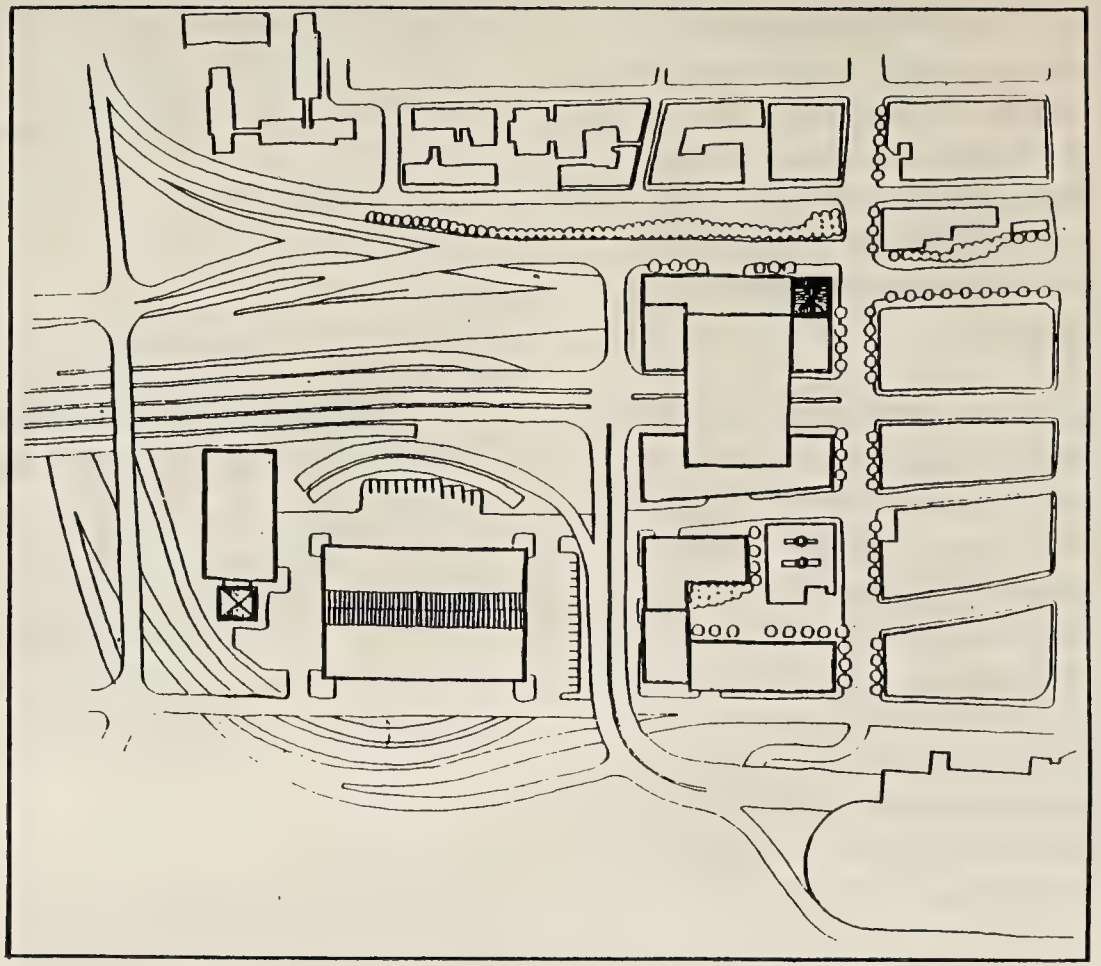
- Community Space
- Housing
- Open Space
- Retail
- Parking
- Office Space

Industry

Although this plan emphasizes industry, a significant amount of office space is included in this preliminary analysis to help support the estimated $500 million development costs. Since industrial space commands a much lower price than

Development phases

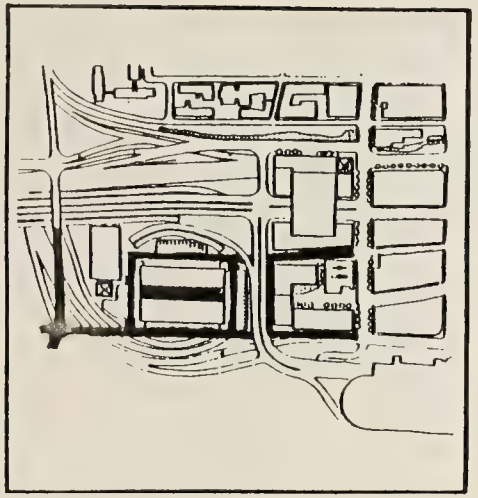


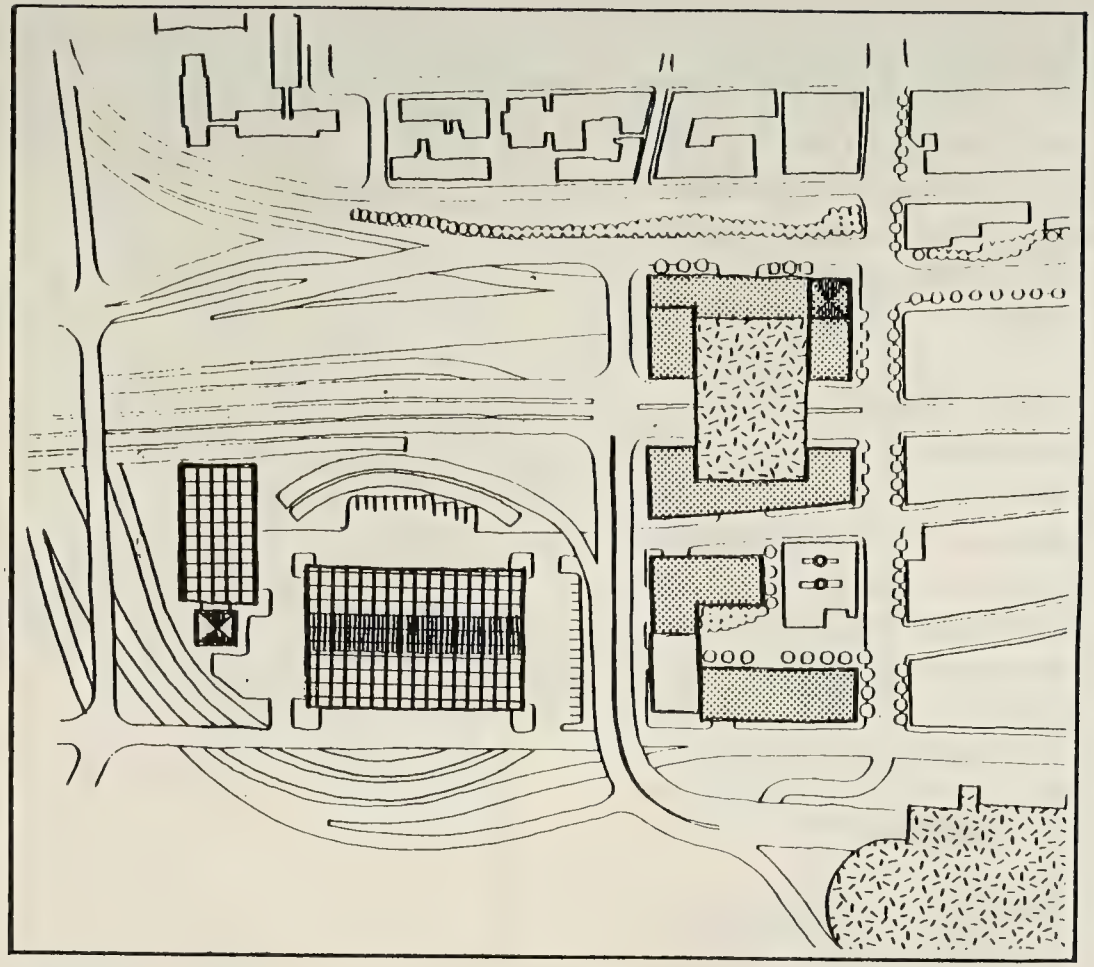


SITE PLAN

housing or commerical space, one million square feet of office space would be needed to support 400,000 square feet for light-industry development. A smaller garage, for 600 cars, and 30,000 square feet of retail along Kneeland Street, complete the sketch for this concept. No housing was included.

Transportation





INDUSTRY LAND USE

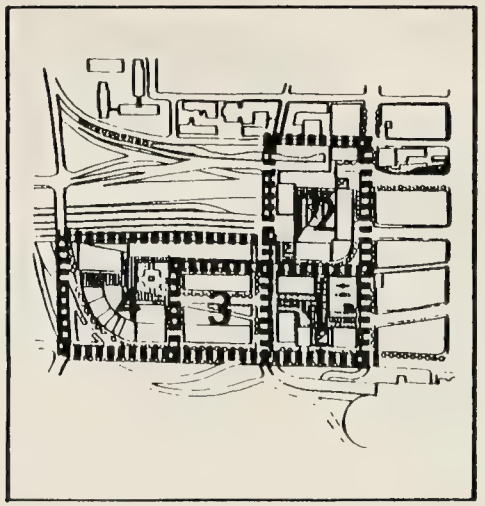
- Industrial/Wholesale
- Open Space
- Retail
- Parking
- Office Space

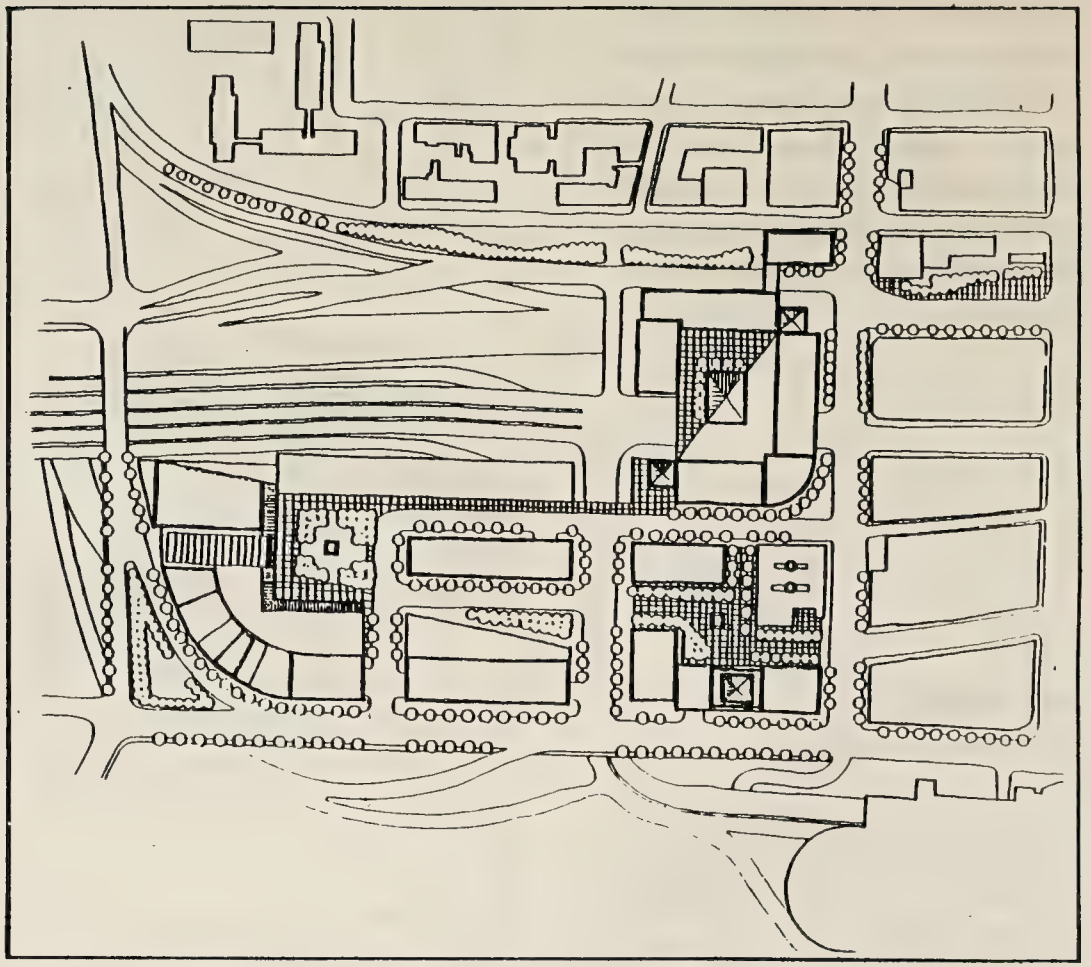
Mixed Use

There is room on the Gateway site for a whole range of uses: a combination of office, retail and wholesale outlets, parking, light industry, and housing.

The design outlined here includes a 300-room hotel, 2 million square feet of office space, 500,000 square feet of retail space, 80,000 square feet of wholesale space, 300 housing units, 100,000 square feet of community space and a 2000-car garage.

Development phases



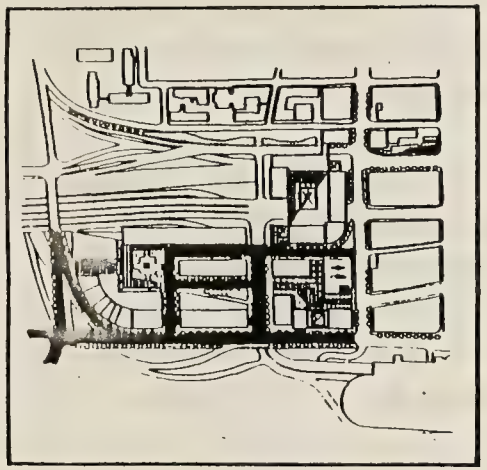


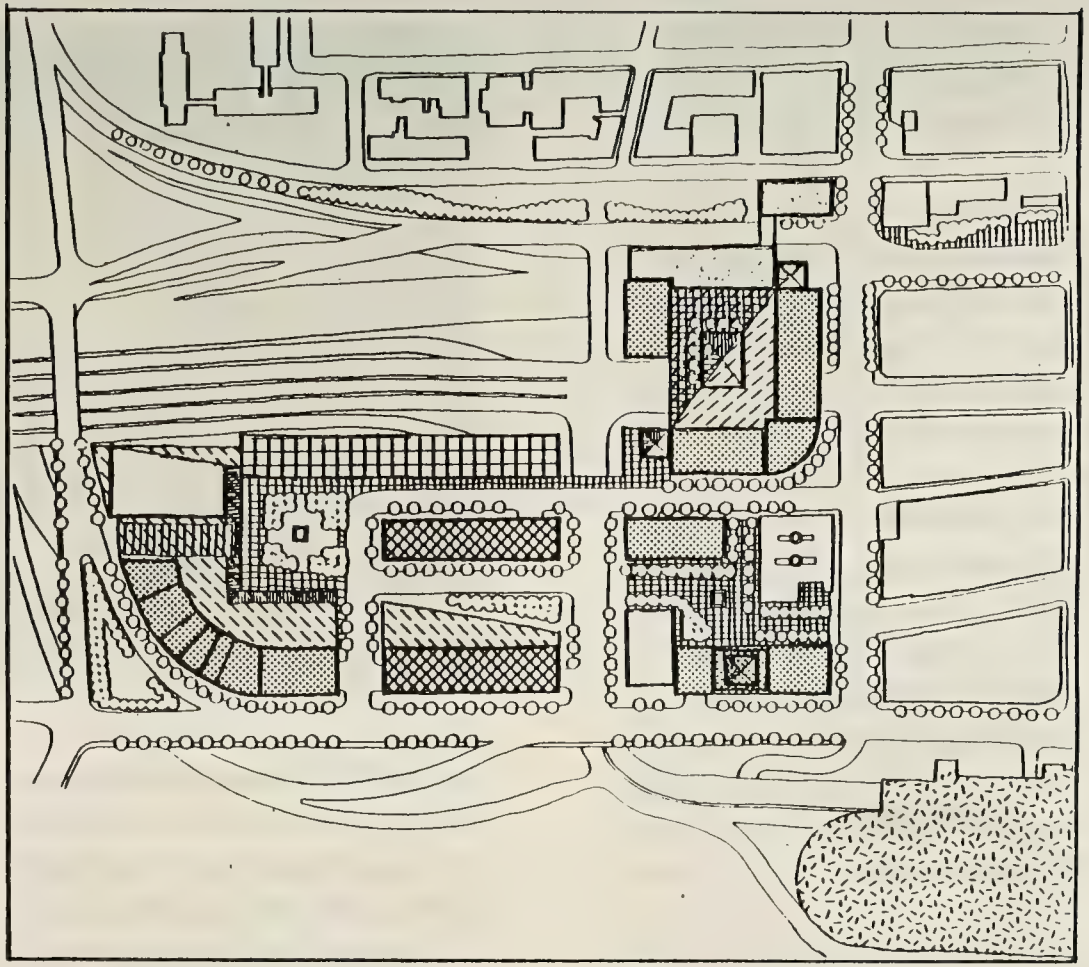
SITE PLAN

Recommendation

A balanced mixed-use development scheme appears, at this preliminary conceptual stage, to best meet the objectives of the Chinatown Community Plan. With housing and open space, it offers the possibility for an extension of the Chinatown neighborhood. It also has the greatest potential for job creation: according to the computer model, it would produce up to twice as many jobs on the site, half of them in the service sector. It also allows commercial-market expansion, and other economic generators for Chinatown.

Transportation





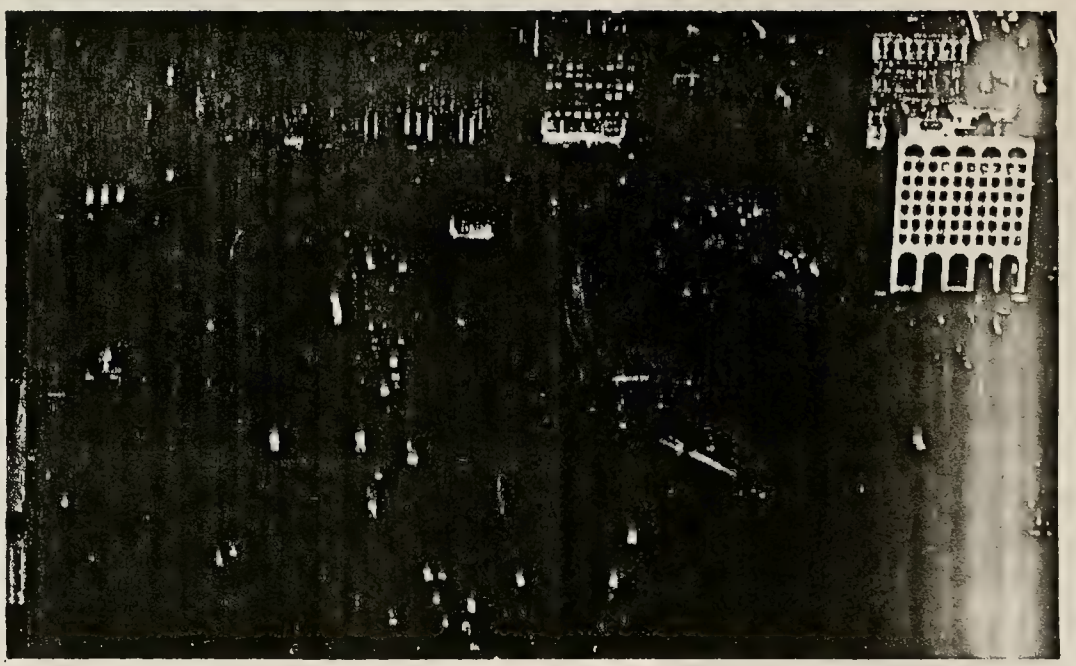
MIX-USE LAND USE

- Community Space
- Housing
- Open Space
- Hotel
- Retail
- Parking
- Office Space
- Industrial/Wholesale

E. SITE CONTROL AND DEVELOPMENT CONTROL

For Chinatown to get either site control or development control of the Gateway will require the endorsement of the Massachusetts Turnpike Authority (MTA), which currently owns the property and has discretion over its sale or use. Site control would mean that some community development arm is designated as sole or primary developer of the Gateway. Development control means that Chinatown sets the criteria for Gateway development: what will go there and how Chinatown's goals will be realized through those plans.

For Chinatown to exercise site or development control would take a lobbying effort to get the MTA to sign a binding agreement, or at least a "memorandum of understanding," which sets out the groundrules for the Gateway.

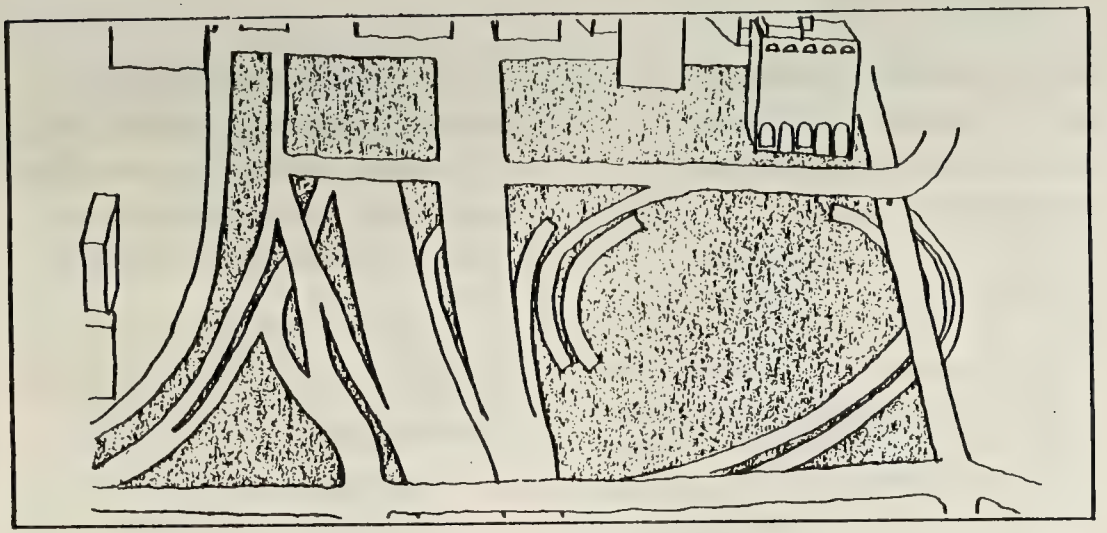


For example, in the case of Copley Place, the MTA and the development team signed a six-month "memorandum of understanding," which held up any other bids on the site while a final long-term lease was negotiated with community representatives. However, that memorandum was not written until after private developers had already submitted their bids for Copley Place development. Chinatown would be trying to shape the Gateway project at an even earlier point in its planning process.

There are several other decision points in the planning process for a large, publicly-owned site such as the gateway when Chinatown can and should have an opportunity to shape the Gateway's future.

1. Environmental Review: Under state law, the MTA must conduct an environmental impact review (EIR) before a development lease can be signed. There are two important documents in the environmental review process which will ultimately define the parameters of the Gateway project: the "scope of work" within the EIR and the draft EIR itself. These represent important opportunities for the community to make detailed comments and recommendations.

2. Contract Monitoring: In addition, since the state Department of Public Works is the official recipient of the federal highway funds, the MTA is likely to have to give DPW control of the property, at least temporarily. When the construction is finished, the site will probably be returned to the MTA. The contracts and deed transfers, while nominal in naturem should be monitored by the community, for opportunities to anchor Chinatown's claim, and to prevent other claims from being quietly staked instead.



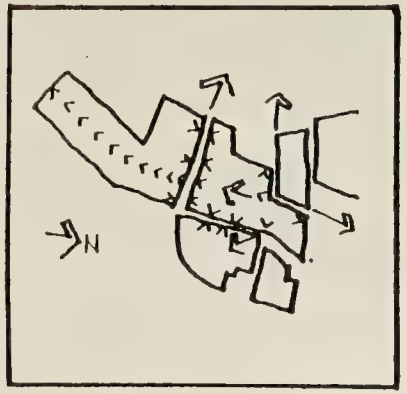
3. Understanding the City's Role: The city's formal role is a matter of some debate. The current BRA administration has claimed zoning control of state-owned property, if the land is not being used specifically for the mandated purposes of that agency. Once the Gateway site is no longer used for highway purposes, the city is likely to argue that the site reverts to the city's supervision. The BRA has, in fact, included the Gateway site within the bounds of its new downtown zining district. State agencies have already sparred with the city over this issue, arguing that state law clearly exempts them from municipal zoning control. The BRA has been equally firm in its argument that it controls surface development in Boston: for example, that the city will determine what will go above the Central Artery after it is rebuilt underground and the elevated structure torn down. On such a large and strategic site as the Gateway, it is likely that whoever is in the city administration in a decade will try to use whatever land-use tool there is at hand to exert some at least some control

F. NEXT STEPS

It is important for Chinatown to begin to establish an unshakable claim on the Gateway, and then undertake a full analysis of the site's possible development schemes. Therefore, the CNC should immediately:

- Approach the state for a binding agreement that gives Chinatown site and development control of the Gateway.
- Negotiate with the state for engineering improvements to the Gateway site:
    1. To re-design the ramp which the maps now show breaking through the surface of the site, to maximize the usable space, and
    2. To complete site preparation before the parcel is turned over, absorbing the cost as part of the overall highway project.
- Begin exploring development options, prospective financing, and potential partnerships, including the possibilities for on-site cross-subsidies for neighborhood-based enterprises
- Find the resources to get technical assistance on:
    1. getting site control,
    2. defining development criteria, and
    3. designing a model for a new "Gateway" Community Development Corporation.

CONNECTIONS



VISION

The vision of a connected Chinatown has two overall goals:
1) To connect Chinatown to the rest of the city
2) To maintain the "flavor" of Chinatown.

This vision is of an environment whose social and cultural identity is coherently reflected in its physical incarnation, of a neighborhood scaled to its community, with a sense of continuity and identity throughout.

Our vision understands that Chinatown is a neighborhood and a community; bricks and mortar, and hearts and minds. The security, comfort and sense of belonging of the Asian population are created both politically and physically, through community organizations and the quality of the environment.

RELATIONSHIP TO MASTER PLAN

"Connections" responds to items from each of the five sections of the Draft Chinatown master plan: Land Use, Community Services, Business and Economic Development, Housing, Transportation and Traffic.

The Land Use section of the master plan advocates the maintenance, preservation and expansion of Chinatown's cultural and neighborhood characteristics. This analysis of Chinatown suggests ways to reinforce its identity as it expands. Names, symbols, signs, contextual activities, people, and goods and products which are particular to a place give it identity.

The master plan for Community Services calls for improved awareness and use of community programs and facilities, and their expansion and improvement. We recommend an Information Center, and Radio and Cable TV stations as "communications connectors" as a response to this need.

The master plan for Business and Economic Development calls for the improved public image and physical appearance of Chinatown and of the expansion of Chinatown into neighboring areas. We recommend the design of physical "connections" to reinforce the Plan's calls.
The physical image resulting from well designed connections will reinforce Chinatown's presence in Boston. Sharing these concerns will help to unite the community and reinforce a sense of pride and home.

The Draft Chinatown master plan for Housing has the goal of preserving and increasing the affordable and subsidized housing supply for Chinatown. New housing and housing in new areas must be connected back to existing Chinatown. Community housing requires a neighborhood environment and those vital supporting services that improve the quality life.

The master plan for Transportation and Traffic aims to strengthen the connections within the neighborhood and with abutting districts; to upgrade the pedestrian environment; and to improve traffic circulation in Chinatown. We examine the aspects that make up the environment, learning from and taking the best of what exists in order to reinforce it and to connect it with the surrounding environment.

LINKS AND CONNECTIONS

Links and connections refer to both physical and psychological factors that make up the fabric of a neighborhood and its transition to adjoining quarters of the city. Signs, symbols, icons and activities are examples of these clues. To answer the question "What is Chinatown?," it is necessary to explore both the physical and the political relationships that exist in constituting a community and a neighborhood.

FIGURE 1
Identifying the neighborhood.

The staking of a claim, the assertion of a right, or a partnership share by the Chinatown community in surrounding development would constitute a connection or a link. They are examples of factors which would strengthen the community by politically connecting it to the rest of the city.

A sense of physical continuity as a pedestrian, a member of the community, a visitor or a motorist is important in constituting and identifying the neighborhood. (See figure 1.)

To much of the Asian community Chinatown is home, and to most of the community in the greater Boston area, it is a home base and a symbol of permanence, of roots in this city and in this country.

Linkages and connections from existing "core" Chinatown help us to consider proposals for the future. Rather than isolating Chinatown by further defining its edges, creating barriers and separating it from the surrounding districts and communities, of more value is the image of Chinatown as a part of the city, vitally connected to it. Chinatown is not an island in the city, but a vital part of the city. (See figures 2, 3 and 4.) The clarification of Chinatown's image together with its sense of belonging to rather than apart from the rest of the city, would encourage a safe and healthy "street life".

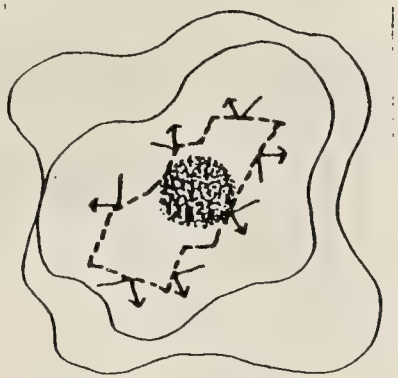


FIGURE 2
Chinatown isolated from the city.

FIGURE 3
Chinatown connected to the city.

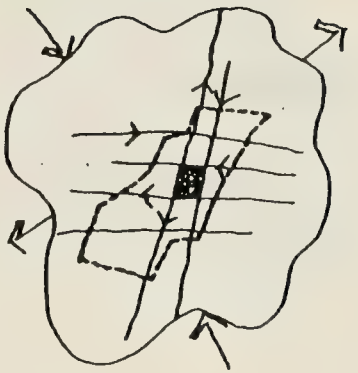


FIGURE 4
Not an island, but part of the city.

ANALYSIS

"Where is Chinatown?"
"What is Chinatown?"
"How can I get to Chinatown?"
"What is offered in Chinatown?"

There are answers to these questions in the physical environment, particularly in Chinatown's streetscapes. If Chinatown is to grow and to maintain its unique "flavor", these answers will provide the clues to achieve such goals. By repeating these clues you reinforce the identity of an environment and thus its neighborhood and community feeling.

We use our senses to orient us in time and space to our environment. (See figure 5.) We notice the intensities of the sights and sounds; the tastes and smells of food; the air in a place, pollution, rain cleaned streets or unremoved garbage. We notice the traffic filled roads, vehicles double-parked outside the markets. We experience the pavements, imported tangerines blocking the way, whilst avoiding other shoppers and visitors, potholes and trash. These are the factors which create the spatial experience in a place and "tell you where you are". (See figures 6 and 7.)

We build our images of Chinatown from names, symbols, signs, activities, objects and products. Obvious and overt images are those signs that name the place directly. Phonetically Americanized-Asian names or those with references to the East form an image of Chinatown.

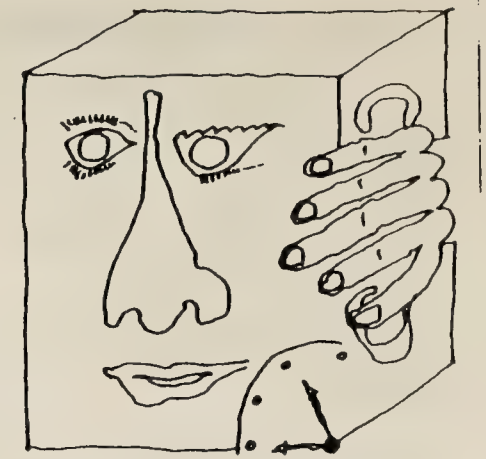


FIGURE 5
We use our senses to orient us in time and space.

FIGURE 7
Signs and symbols, icons and activities.

EXISTING CONDITIONS • EXTENT OF CHINATOWN

FIGURE 6

Pagodas, shopfronts and street furniture built as icons of China and Asia recall their place of origin through imitation and as symbols reinforce Chinatown's character. (See figure 8.) Signs, too, can give an environment identity and meaning beyond the information of occupation. Their calligraphy and stylization describe and stand for a culture and a community which informs us of its identity. (See figure 9.) The number and activities of Asian people position us uniquely in Chinatown. The intense pavement activity and street oriented world are clues to the nature of the neighborhood and its population, and call for an environment with wide pavements with many small shopfronts opening onto them. The objects, products and foods being traded in these shops, the fashions of the people and their customs, are further clues to the culture of the community.

CONCLUSION AND IMPLICATIONS

If Chinatown is to maintain its "flavor" and improve the quality of its growing neighborhood and community in the future, then the names, symbols, signs, activities, objects and products described above must be promoted, reinforced and repeated. (See figure 10.) The analysis of the physically tangible realm is only one aspect of a community and a neighborhood. The spreading of the physical aspects characteristic to Chinatown will help to assert it's identity in these new areas.

It is presently confusing for immigrants to the Chinatown community to utilize the many existing services, and there is a need for communications networks that will reach all Asians in the greater Boston region.

FIGURE 8
Blatant symbols.

FIGURE 9
Signs, activities, objects and products.

FUTURE CONDITIONS • CONNECTED CHINATOWN.

FIGURE 10

RECOMMENDATIONS

1) Make and keep Chinatown clean and safe.

A good environment is a safe and clean environment, and the obvious and often repeated calls for physical steps towards cleaning and making the neighborhood safe are still badly needed.

2) Encourage a mix of activities for a diverse community, and preserve the flavor of Chinatown.

A characteristic of Chinatown is that it supports a mixture of generations, cultures, and activities. The future planning of Chinatown must support and encourage housing for all kinds of people, from children to the elderly, in its physical form and in the community facilities available. In preserving the "flavor" of Chinatown and its rich combination of activities, it is critical to encourage a mix of uses and activities. Small scale businesses should be encouraged. The resulting presence of many small shop fronts will reinforces and add to the vitality of the street life in the commercial areas.

3) Avoid barriers at the edges of Chinatown.

To connect Chinatown to the rest of the city, it is necessary for the CNC to insist that new development within or on the boundaries of Chinatown does NOT form a barrier, physically or psychologically, to the "edge" of Chinatown.

4) Increase community awareness and public education. Fascilitate communications.

Core Chinatown may be recognized by its overt symbols, but Chinatown is a community beyond the lights of Chinese calligraphy and signs. The Chinatown of the future need not rely on the overt symbolism of the past. Increased awareness and public education will provide all the clues for a secure community neighborhood. This education and awareness will require facilitators and a consolidated outreach effort, for which ends we recommend the formation of an Information Center, a radio station and a cable television station.

PROPOSALS AND ACTION NEXT-STEPS

1. Communications Connections.
We propose three communications networks:
1.Information Center
2.Radio Station
3.Cable Television Station

Information Center

We think that an Information Center best addresses the need to facilitate and coordinate the dissemination of information from the myriad of organizations, agencies and institutions within and out of Chinatown that serve the Asian population.

The Information Center can be a clearing house to connect residents with service organizations. Essentially the Center will have a bi-or multilingual staff to assist residents in efficiently gaining the information they need. As a referral Center, staff (ideally a person for each of the needs) could provide information about agencies providing assistance in the following areas:

- Housing
- English as a Second Language
- Daycare
- Culture
- Jobs Training
- Others

Radio Station (WCNC)

A Radio station would serve Chinatown's need for immediate, easy and continual information most effectively and efficiently.

The station can target various Asian communities through its programming. It will reach Chinatown residents as well as Asians in Allston-Brighton, Newton, Lowell and other areas. Various interest groups can use the radio station for outreach and to rally support for Chinatown concerns.

Cable Television Station.

After years of promise and neglect, Chinatown has finally been hooked up to cable television. The time is ripe for a Chintown cable television station, which would serve much of the same purpose as that of the radio station. Like the radio station, it would provide a source of cultural unity and identity. However, a TV station would have a more powerful and direct impact in unifying the Asian communities because it is a visual medium.

2. Design Guidelines

Refer to Appendix for our designs for suitable connections. In implementing the master plan, the CNC together with the BRA should develop Design Guidelines dealing with the following issues:

- Impact of construction on the community
- Sidewalks
- Street lighting
- Street furniture and planting
- Garbage disposal
- Shopfronts
- Signage
- Traffic, parking and pedestrian safety
- Open, green space (the design of parks, see Housing.)

These guidelines should be used to upgrade the existing environment and to guide new developments. The Housing section of this document includes more specific recommendations for design guidelines.

3. Community Review

Community participation at the reviews of proposed new developments, particularly by potential future residents of these buildings should be encouraged with support of community groups such as the CNC.

4. Bus-stop / Taxi-stand

Provision for a bus-stop / taxi-stand should be made for those people who are picked up and dropped off in Chinatown from their jobs in the suburbs, to help alleviate congestion and to make a special place for this particular activity to take place.

SUMMARY

Chinatown is home to many Asian people. It is both physically and politically constituted, a community and a neighborhood with a sense of physical continuity and coherence. Its physical identity and image are defined by signs, symbols, iconography and activities.

The unique street-life of a Chinese culture in an American city is reinforced by the senses which orient us by processing clues provided by the environment: names, street furniture, store fronts, caligraphy, activities and people, restaurants and speciality stores, imported foods, fruit and vegetables, baked goods and ethnic specialities peculiar to the community.

Appendix

Introduction Appendix

A Synopsis of the Draft Chinatown Community Plan's Goals, Objectives, and Policies

HOUSING

Overall Goal: Preserve and increase housing supply with priority on affordable and subsidized housing.

OBJECTIVE 1: Stabilize and upgrade existing housing stock.

Policy 1: Protect existing affordable housing stock in and around Chinatown.

Policy 2: Improve the physical condition of existing housing units.

OBJECTIVE 2: Increase and expand housing supply with priority on affordable (low- to moderate-income) housing in and around Chinatown

Policy 1: Lobby for city and state initiatives in housing production in and around Chinatown.

Policy 2: Develop guidelines for housing development which meet community needs and preferences.

OBJECTIVE 3: Expand resources for the development, ownership and maintenance of affordable housing in Chinatown.

Policy 1: Maximize all potential funding resources for community-based housing development.

Policy 2: Expand community capacity in developing and managing housing resources

Policy 3: Increase resources for alternative homeownership by low and moderate income families and individuals

LAND USE

Overall Goals:

(1) Preserve and expand the residential, commercial, cultural, and community-service base of Chinatown

(2) Serve the future growth and vitality of the Asian community

OBJECTIVE 1: Stabilize the residential and business core of Chinatown

Policy 1: Reinforce Chinatown as a distinct historic and cultural entity.

Policy 2: Prevent real-estate

speculation and direct and indirect displacement of residents and local businesses

OBJECTIVE 2: Expand Chinatown to increase housing, businesss, jobs, services and open space

Policy 1: While the central area of Chinatown should be retained primarily for community services, local businesses and residential use, future community-based business and office expansion should be directed toward the Midtown area and Leather District and residential growth directed toward the South End over the Massachusetts Turnpike.

Policy 2: Establish community control of development rights and programming over the Massachusetts Turnpike between Albany and Tremont Streets and for all surplus land created by the depression of the Central Artery, Third Harbor Tunnel, and related public-improvement works in the immediate vicinity of Chinatown.

OBJECTIVE 3: Establish community control through monitoring and regulating adjacent downtown development and institutional expansion

Policy 1: Broaden community participation in downtown planning, design, and project review.

Policy 2: Subject all future institutional development including new construction, acquisition, rehabilitaiton and purchase to community review where institutions bear the responsibility of demonstrating their need for expansion

OBJECTIVE 4: Strengthen Chinatown's neighborhood characteristics and improve the quality of the physical environment

Policy 1: Preserve existing cultural and historical structures and strengthen Chinatown's heritage

Policy 2: Emphasize Chinatown as a pedestrian-oriented neighborhood with a safe and healthy environment for residents and visitors

COMMUNITY SERVICES

Overall Goal: Enable community members and residents to be self-sufficient and work towards individual and community self-determination

OBJECTIVE 1: Facilitate community awareness of all available services and how to access and utilize programs

Policy 1: Initiate public education on available services in Chinatown and workers rights, civil/legal rights, and public-assistance programs

OBJECTIVE 2: Expand and improve existing programs and create new programs which are presently non-existent in Chinatown

Policy 1: Initiate and encourage inter-agency cooperation to address community needs and plan for the most effective utilization of community resources

Policy 2: Upgrade and increase the number of programs which

address:

o language barriers

o skills training

o supportive services including housing advocacy,

immigration orientation and counselling

o child care

o youth and recreational needs

o health insurance; elderly needs

o health care

o volunteer development

Policy 3: Create and expand new program

OBJECTIVE 3: Enhance in increase the financial, physical, and human resources of community-service agencies

Policy 1: Allocate community space for classrooms, recreational facilities, offices and child care in new construction or rehabilitation occurring in the Chinatown/South Cove area

OBJECTIVE 2: Facilitate the expansion of the core Chinatown business district into neighboring areas including the Midtown Cultural District, the Leather District and privately-owned properties in the central core of Chinatown (e.g., the parking lot on Tyler and Harrison)

Policy 1: Create affordable retail, commercial, community and human-service space in real-estate developments in and near the Chinatown/South Cove

OBJECTIVE 3: Diversify Chinatown's economic base

Policy 1: Expand the Chinatown neighborhood economy and services to better serve the Chinatown/South Cove residential area and Asian community at large, and to strengthen Chinatown's role in the Greater Boston economy

Policy 2: Protect and revitalize manufacturing jobs

Policy 3: Economic expansion of Chiantown's commercial base should be oriented towards Boston's growth markets

Policy 2: Increase financial resources from the public and private sectors

Policy 3: Enhance the organizational capacity of community-service providers by building and maintaining qualified bilingual staff

BUSINESS AND ECONOMIC DEVELOPMENT

Overall goals:

(1) Strengthen and revitalize existing economic base of local businesses and commercial activity

(2) Diversify neighborhood economy by expanding the types of businesses in Chinatown

(3) Improve work conditions and status of Asian/Chinatown labor force

OBJECTIVE 1: Revitalize the business/commercial core of Chinatown

Policy 1: Improve the public

image, physical appearance and utility of the business core

Policy 2: Strengthen and enhance Chinatown's position in the Boston tourist industry

Policy 3: Provide for daily pick-up and drop-off of employees working in suburban Chinese restaurants while alleviating street congestion in the Chinatown central business area

Policy 4: Increase available parking for Chinatown residents, businesses and services

OBJECTIVE 3: Provide for safe, convenient and comfortable pedestrian movement in and around Chinatown

Policy 1: Upgrade the street environment and support Chinatown businesses

Policy 2: Increase public safety along major pedestrian paths and intersections in and around Chinatown

OBJECTIVE 4: Strengthen and improve worker conditions and status with regard to wages, health insurance, work environment, employer/employee relations, and child-care needs

OBJECTIVE 5: Increase and improve the level of labor-market participation in the present Chinatown/South Cove workforce

Policy 1: Increase services such as employment and skills- training programs as well as English as a Second Language (ESL) and vocational ESL instruction

Policy 2: Facilitate, coordinate, and improve information distribution on employment opportunities

Policy 3: Address institutionalized barriers to employment including racism and occupation segmentation

TRANSPORTATION AND TRAFFIC

Overall Goals:

(1) Strengthen the connections within the neighborhood and with abutting districts

(2) Upgrade the pedestrian environment

(3) Improve traffic circulation serving residents, businesses and services

OBJECTIVE 1: Control and manage traffic impacts on Chinatown generated from new developments and transportation projects in and around Chinatown

Policy 1: Future transportation projects shall not result in further landtakings from or isolation of Chinatown

Policy 2: Encourage the education and active participation of Chinatown in the planning and evaluation of transportation alternatives and related traffic impacts

OBJECTIVE 2: Reduce street congestion as well as noise and air pollution caused by traffic

and parking in and around Chinatown

Policy 1: Restrict and control regional and bypass traffic through the Chinatown business and residential cores

Policy 2: Provide for deliveries to and pick-ups from Chinatown businesses while avoiding conflicts with other traffic and street activities

Policy 3: Provide for daily pick-up and drop-off of employees working in suburban Chinese restaurants while alleviating street congestion in the Chinatown central business area

Policy 4: Increase available parking for Chinatown residents, businesses and services

OBJECTIVE 3: Provide for safe, convenient and comfortable pedestrian movement in and around Chinatown

Policy 1: Upgrade the street environment and support Chinatown businesses

Policy 2: Increase public safety along major pedestrian paths and intersections in and around Chinatown

OBJECTIVE 4: Provide better transportation services for Chinatown residents and other visitors

Policy 1: Provide better public transportation services for residents to access areas with major employment opportunities

Policy 2: Improve public safety and comfort at public transit facilities with better lighting, surveillance, and maintenance

Policy 3: Provide bilingual information services on public transportation for Chinatown residents

Policy 4: Support innovative transportation management and services such as vanpools, ridesharing, employer-sponsored shuttles, and others

COMMUNITY ECONOMIC DEVELOPMENT STRATEGIES

TO BUILD A NEIGHBORHOOD ECONOMY MEANS:

- Creating and retaining local jobs
- Overcoming barriers to employment
- Strengthening local commercial activity
- Diversifying the economic base
- Strengthening the links between the local, downtown, and Greater Boston markets

(1)

CREATING AND RETAINING LOCAL JOBS

- ADVOCATING FOR "COMMERCIAL LINKAGE:" SUBSIDIZED SPACE FOR NEIGHBORHOOD VENTURES AND COMMUNITY AGENCIES IN MAJOR NEW NEARBY OFFICE BUILDINGS
- OFFERING COLLABORATIVE SUPPORT SERVICES, SUCH AS ACCOUNTING AND BOOKKEEPING, FOR NEW SMALL BUSINESSES AND COMMUNITY AGENCIES

(2)

OVERCOMING BARRIERS TO EMPLOYMENT

- MORE ENGLISH-LANGUAGE TRAINING, WITH AN EMPHASIS ON TARGETTED VOCATIONAL LANGUAGE NEEDS
- MORE SKILLS TRAINING FOR AVAILABLE JOBS
- MORE PREPARATION FOR FORMAL EDUCATION AND DEGREES
- AN EXPANDED NETWORK FOR JOBS PLACEMENT, INCLUDING A JOBS CLEARINGHOUSE
- EXPANDED ACCESS TO AFFORDABLE CHILD CARE
- ADVOCACY FOR STRONGER ENFORCEMENT OF AFFIRMATIVE-ACTION GUIDELINES

3

STRENGTHENING LOCAL COMMERCIAL ACTIVITY

- RESEARCH FINANCING SOURCES
- FORM CHINATOWN CHAMBER OF COMMERCE
- ANALYZE MARKET STRATEGIES
- IMPLEMENT STREET IMPROVEMENT PLAN

source: Terry Hum

4

DIVERSIFYING THE NEIGHBORHOOD ECONOMIC BASE

- ASSESS THE CURRENT ROLE OF TOURISM AND ITS POSSIBLE FUTURE IMPACT ON THE LOCAL ECONOMY
- ASSESS THE SERVICE-ECONOMY NEEDS WHICH COULD BE MET BY NEW BUSINESSES: SUCH AS COPYING AND WORD-PROCESSING/TYPESETTING, SHOE REPAIR, DRYCLEANERS, JANITORIAL SERVICES
- ESTABLISH WORKER-CONTROLLED VENTURES

5

STRENGTHENING THE LINKS BETWEEN THE LOCAL, DOWNTOWN, AND GREATER BOSTON MARKETS

IDENTIFY IN CHINATOWN, DOWNTOWN AND GREATER BOSTON THE FUTURE EXPECTED GROWTH IN:

- Number and type of local employers
- Wages and benefits
- Work conditions
- Turnover rates
- Skill/language requirements for tiers of jobs expected to be available
- Number and types of jobs to be generated from the new real-estate activity in the Chinatown area (Kingston/Bedford/Essex, Commonwealth Center, the Hinge Block and other Midtown Cultural District projects) and beyond (Parcel 18, Charlestown Navy Yard, Longwood Medical Area, and the metropolitan area)

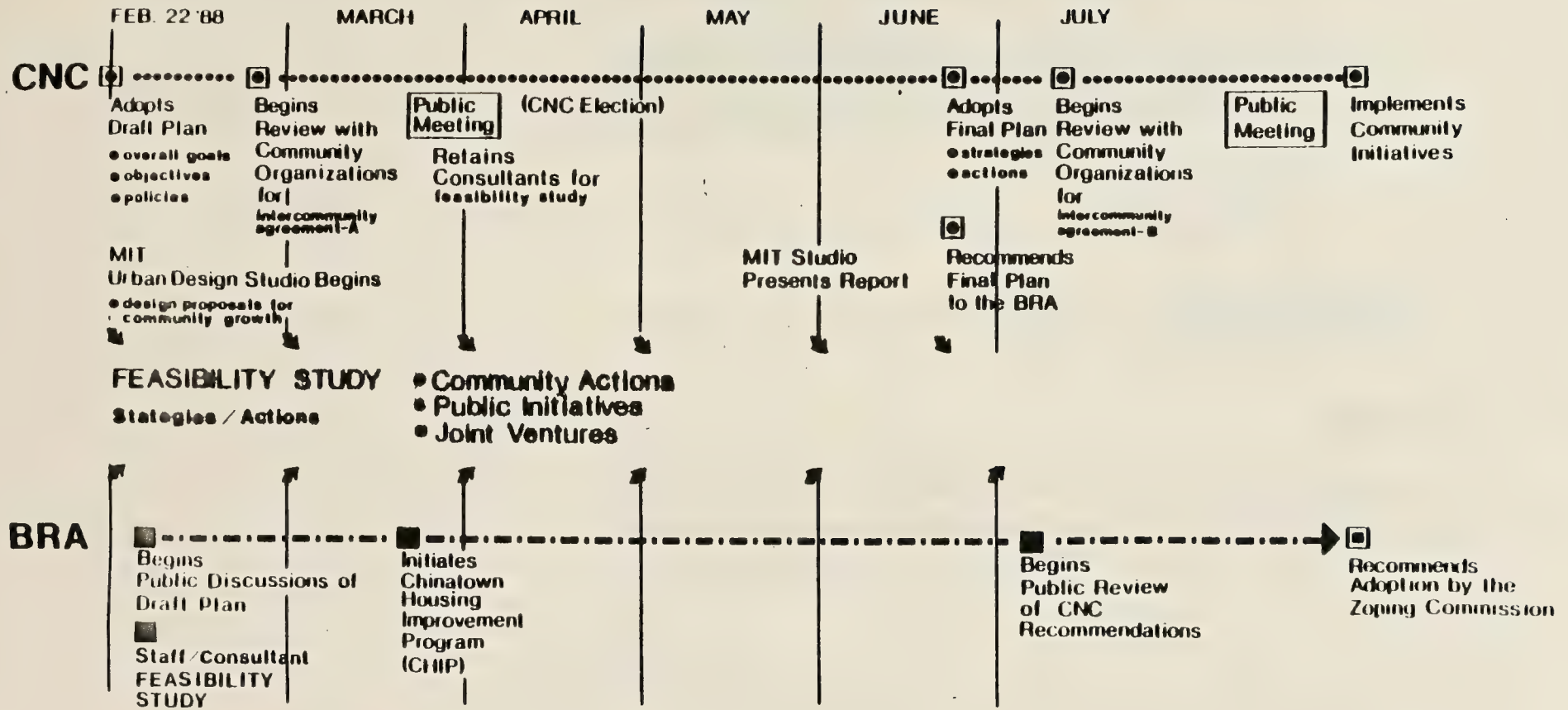
CHINATOWN COMMUNITY PLAN

A community-based comprehensive development plan for Chinatown

NEXT STEPS

AFTER CNC ADOPTS THE DRAFT PLAN

未來步驟



Housing Appendix

I. References
II. Site Catalog

I. Glossary and References

Chinatown Housing Improvement Program (CHIP). This BRA program, in conjunction with the Chinatown Neighborhood Council, sets aside the remaining four parcels of land in Chinatown core for housing. This program would create 300-400 units in Chinatown.

Developing An Effective Strategy to Maintain the Affordability of Privately-Owned Federally Sudsidized Units, Alice Wong, Thesis, John F. Kennedy School of Government, Harvard University, 1988.

The Dudley Street Neighborhood Initiative Revitalization Plan: A Comprehensive Community Control Strategy, September 1987.

Parcel to Parcel Linkage: Who Benefits from the Redistribution of Wealth?, Tarry Hum, Thesis, Department of Urban Studies and Planning, MIT, June 1987.

South End Neighborhood Initiative (SENHI). The efforts from this organization includes a standard for affordability of housing. The proposal is that new developments in the South End should have affordability breakdowns of one-third low-income, one-third moderate, and one-third market rate.

Surveys:

Employee Survey, Tom Chung, for Chinatown Neighborhood Council, 1987
Housing, BRA, 1987
Land Use, BRA, 1988
User, BRA, 1988

II. Site Catalog

The site catalog was prepared to locate potential housing sites that we have identified and also sites that have been identified by the BRA and other organizations as well.

For each site, we have provided a base map, some basic information, a description, and housing units potentials. The range of housing units were calculated using the units per acre for each of these five types of developments:

Villa Victoria	40/acre
Traditional Rowhouses	60/acre
Tent City	80/acre
Tai -Tung	90/acre
*R-3/R-3A	117/acre

Development Profiles:

Villa Victoria

Phase II, Town House design,
194,218 sq. ft. (4.5 acres),
On-site parking 55, Off-site parking 68,
FAR 1.05, 190 units, 2-4 stories

Traditional Row House

900 average sq. ft., on-street parking,
4-5 stories, rear courtyard

Tent City

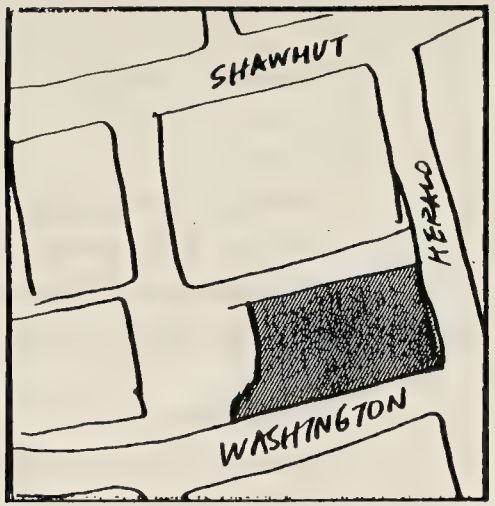
320,000 sq. ft.(3.25 acres),
underground parking, 269 units,
4-11 stories

Tai Tung Village

Apartment design,2.4 acres,
on-site parking, 214 residential
units, 16 commercial, 3-15 stories

***R3/R3A**

We used the BRA's Alternative #2,
"Central Court Scheme," from the
draft CHIP plan (June 87) to reach
this figure. FAR 5,
400,000 sq. ft., 24,000 retail, 40,000
community services, 270 residential units/



PARCEL DESCRIPTION

50 HERALD STREET

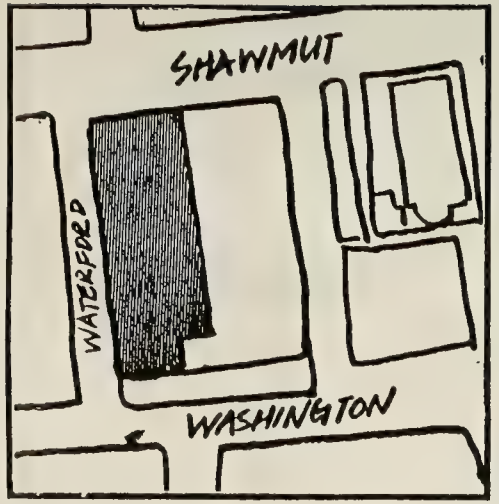
According to the CCBA, this parcel is under a long-term lease to Teradyne. The CCBA does not have any plans to develop this parcel for housing in the near future.

DESIGN POTENTIAL

2

VILLA VICTORIA - 30 UNITS
ROW HOUSE - 45
TENT CITY - 60

- ◊ **TITLE** CHINESE CONSOLIDATED BENEVOLATED ASSOC.
- ◊ **ADDRESS** 50 HERALD ST
- ◊ **VALUE** 2,706,500
- ◊ **EXISTING USE** LEASED TO TERADYNE
- ◊ **AREA** 32,911
- ◊ **ZONING** L



PARCEL DESCRIPTION

Waterford Village (Lot 3-B)

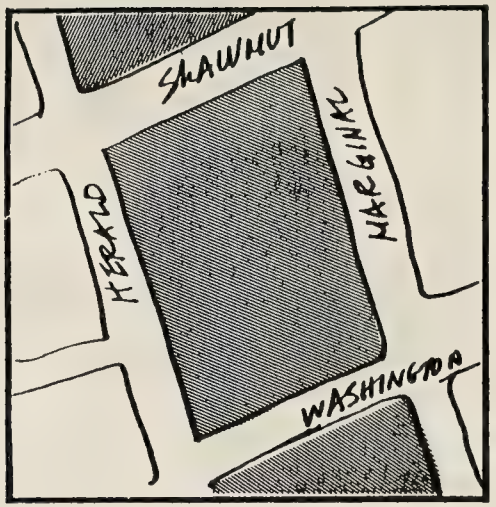
The current CCBA proposal for this site is "Waterford Village," a 40 unit project with at least 66 percent set aside for low-income.. The development is scheduled for completion in 1990. Developer Perry/Jaymont Venture has proposed to use it linkage money for this site.

DESIGN POTENTIAL

2

VILLA VICTORIA - 8 UNITS
ROW HOUSE - 12
TENT CITY - 16

- ◊ TITLE CCBA
- ◊ ADDRESS 150 SHAWMUT AVE
- ◊ VALUE
- ◊ EXISTING USE VACANT
- ◊ AREA 8543 SQ. FT.
- ◊ ZONING



◊ TITLE MASS PIKE AUTHORITY
◊ ADDRESS
◊ VALUE
◊ EXISTING USE
◊ AREA 260,000
◊ ZONING

PARCEL DESCRIPTION

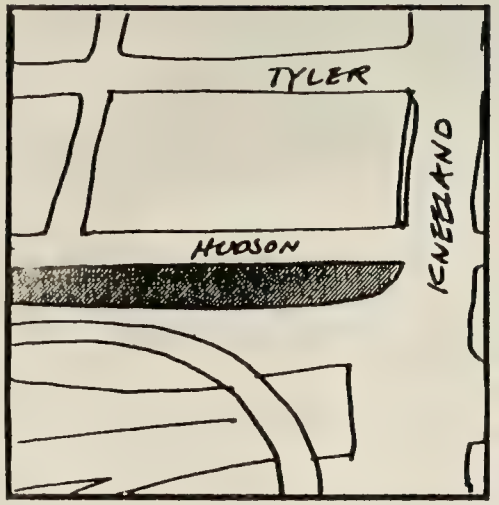
DESIGN POTENTIAL

4

MASS PIKE AIR RIGHTS

This is a prime location for a housing development. When the Artery and Third Harbor Tunnel projects are completed, this site will have quick and easy access to every part of the city. This is an important site for Chinatown because of its enormous housing potential and the possibility of erecting a garage to solve some of the parking problems in the area. Also, it is a vital link between Chinatown core and the South End.

ROW HOUSE	357 UNITS
TENT CITY	476
TAI TUNG	535
R3/R3A	696



◊ TITLE CENTRAL ARTERY
◊ ADDRESS
◊ VALUE
◊ EXISTING USE TRANSPORTATION
◊ AREA APPROX 20,000 SQ FT
◊ ZONING

PARCEL DESCRIPTION

Hudson Street

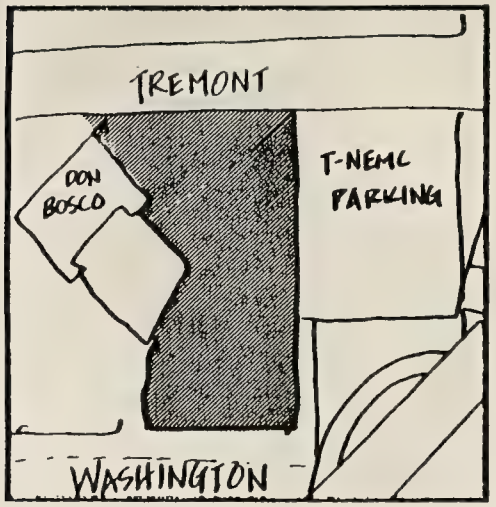
When the Artery is completed, a ramp situated next to Hudson Street may be removed. If a proposal for housing or recreational space is feasible, state authorities will consider removing the ramp (which will not be expensive).

The current consensus is that the parcel may be too narrow for housing. Nevertheless, we feel that housing development here is a matter of innovative design.

DESIGN POTENTIAL

4

ROW HOUSE	27 UNITS
TENT CITY	36
TAI TUNG	41
R3/R3A	54



PARCEL DESCRIPTION

LOT P-12

Don Bosco authorities are proposing a three-tower, 200-plus units housing complex for this site. Their design consultant is Boston Centenial. The BRA is requesting that 30 units of affordable hosuing for Chinatown be provided on the portion of the lot facing Washington Street.

DESIGN POTENTIAL

5

ROW HOUSE 55 UNITS
TENT CITY 74
TAI TUNG 83
R3/R3A 108

- ◊ **TITLE** DON BOSCO, BRA-DESIGNATED
- ◊ **ADDRESS** WASHINGTON ST.
- ◊ **VALUE**
- ◊ **EXISTING USE** VACANT, PARKING
- ◊ **AREA** APPROX 40,000 SQ. FT.
- ◊ **ZONING** L

◊ TITLE BRA/MBTA
◊ ADDRESS OAK/WASHINGTON
◊ VALUE
◊ EXISTING USE VACANT BUILDING, T-NEMC PARKING
◊ AREA 41,000

PARCEL DESCRIPTION

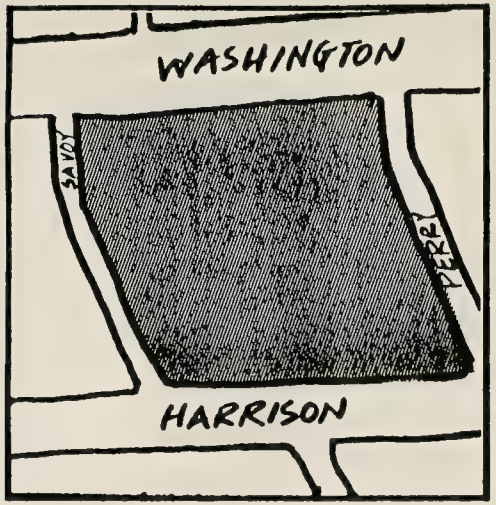
P-3

In the BRA's draft CHIP proposal, 40 units were planned for this parcel. However, the site does not include T-NEMC land on Washington Street now used for parking. We have looked at the possibility of a housing project on both these sites.

DESIGN POTENTIAL

5

ROW HOUSES 56 UNITS
TAI TUNG 85
R3/3A 110

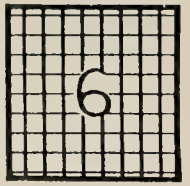


PARCEL DESCRIPTION

PERRY/SAVOY

The entire block presently has vacant one and 4 to 6 story buildings. We suggest redeveloping this site with a combination of new contruction to fit in the existing buildings, which should be renovated to preserve the existing architectural fabric.

DESIGN POTENTIAL



VILLA VICTORIA 76 UNITS
ROW HOUSE 114
TENT CITY 152

- ◊ **TITLE** VARIOUS
- ◊ **ADDRESS** 1230-1284 WASHINGTON ST 167-197 HARRISON AVE
- ◊ **VALUE** 2,589,500
- ◊ **EXISTING USE** COMMERCIAL, LT. INDUS.
- ◊ **AREA** 83,187
- ◊ **ZONING** MANUFACTURING

PARCEL DESCRIPTION

ESSEX/HARRISON

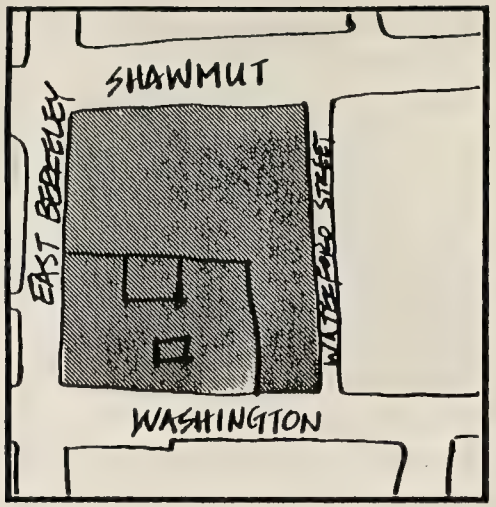
This site is owned separately by two owners. Currently a bar/lounge is located on the corner of the parcel. It would be an ideal location to increase housing in core Chinatown because there already exists two large housing developments adjacent to the parcel, On Luck (elederly) housing and Chauncy Street Apartments.

- ◊ TITLE SIMON B. GOTTLIEB, TRUSTS
  JOHN MAGALETTA, TRUSTS
- ◊ ADDRESS
  5-13 HARRISON, 33-37 ESSEX (MAGALETTA)
  41-45 ESSEX (GOTTLIEB)
- ◊ VALUE APPROX. 1,100,000
- ◊ EXISTING LAND USE PARKING COMMERCIAL
- ◊ AREA 10,597
- ◊ ZONING

DESIGN POTENTIAL

7

ROW HOUSE	14 UNITS
TENT CITY	19
R3|3A	29



- ◊ **TITLE** BERTRUM TRUCKER
- ◊ **ADDRESS** 72 E. BERKELEY 121 SHAWMUT
- ◊ **VALUE** 1,300,500
- ◊ **EXISTING USE** VACANT, GAS STATION
- ◊ **AREA** 25302 + 22062 = 47364

PARCEL DESCRIPTION

Dover/East Berkeley

The site is sitting idle; half the site is vacant and the other half is a deserted gas station. Its location, next to a major housing development and at major pedestrian and vehicular intersections, makes this an excellent location for affordable housing.

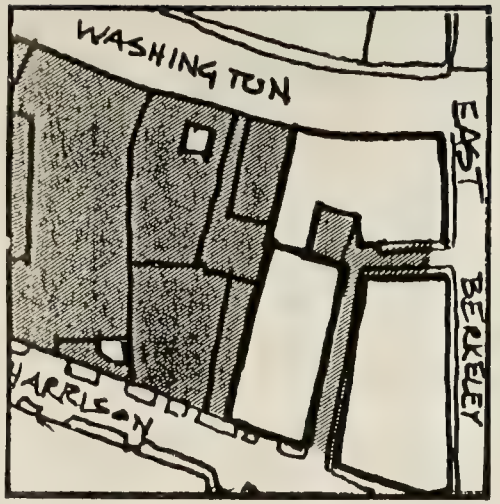
DESIGN POTENTIAL

7

VILLA VICTORIA
43 UNITS

ROW HOUSE
66 UNITS

TENT CITY 87 UNITS



◊ **TITLE** NICOSIA DEVELOP. CORP.
◊ **ADDRESS**
◊ **VALUE** 3,420,000
◊ **EXISTING USE** VACANT, COMMERCIAL
◊ **AREA** 122,516
◊ **ZONING** LIGHT MANUFACTURING

PARCEL DESCRIPTION

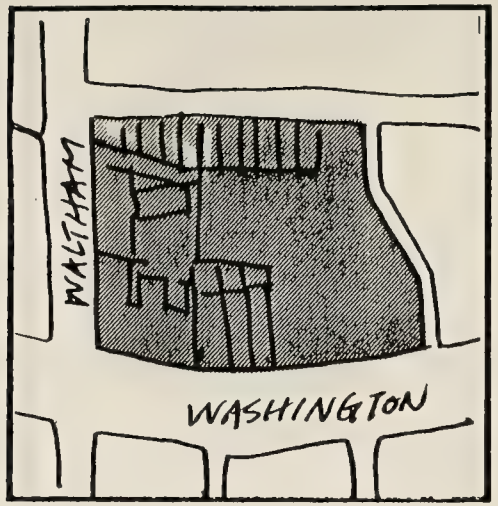
WASHINGTON/HARRISON CORRIDOR

The present developer has proposed housing schemes for the site in conjunction with the BRA. Since the property is zoned for light industry (FAR 2), it will be necessary for the developer to file for a zoning variance, and to submit an Environmental Impact Study.

DESIGN POTENTIAL

7

VILLA VICTORIA	112
ROW HOUSE	168
TENT CITY	224



PARCEL DESCRIPTION

DESIGN POTENTIAL

7

- ◊ TITLE NICOSIA/BRA
- ◊ ADDRESS 1303-1329 WASHINGTON 21-47 WALTHAM
- ◊ VALUE 117,000
- ◊ EXISTING USE USED CAR LOT
- ◊ AREA 61,625
- ◊ ZONING H-2, APARTMENTS/HOUSING

Used Car Lot

This site is owned by the Nicosia Coporation, which currently has no plans for the site. Residents in the neighborhood are concerned that potential high density development on the site would have extreme negative effects in the surrounding area. A very small portion is owned by the BRA.

VILLA VICTORIA 15

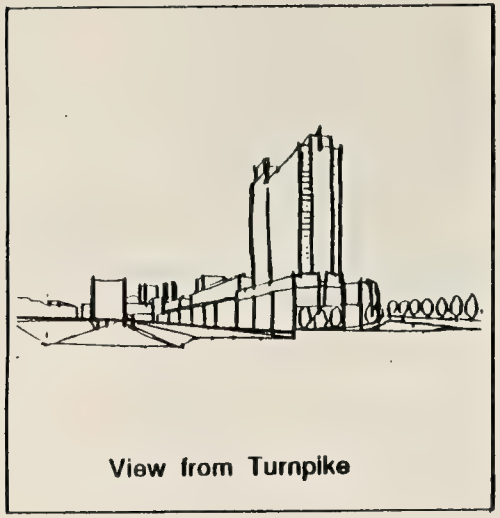
TOWN HOUSE 22

TENT CITY 30

Gateway Appendix

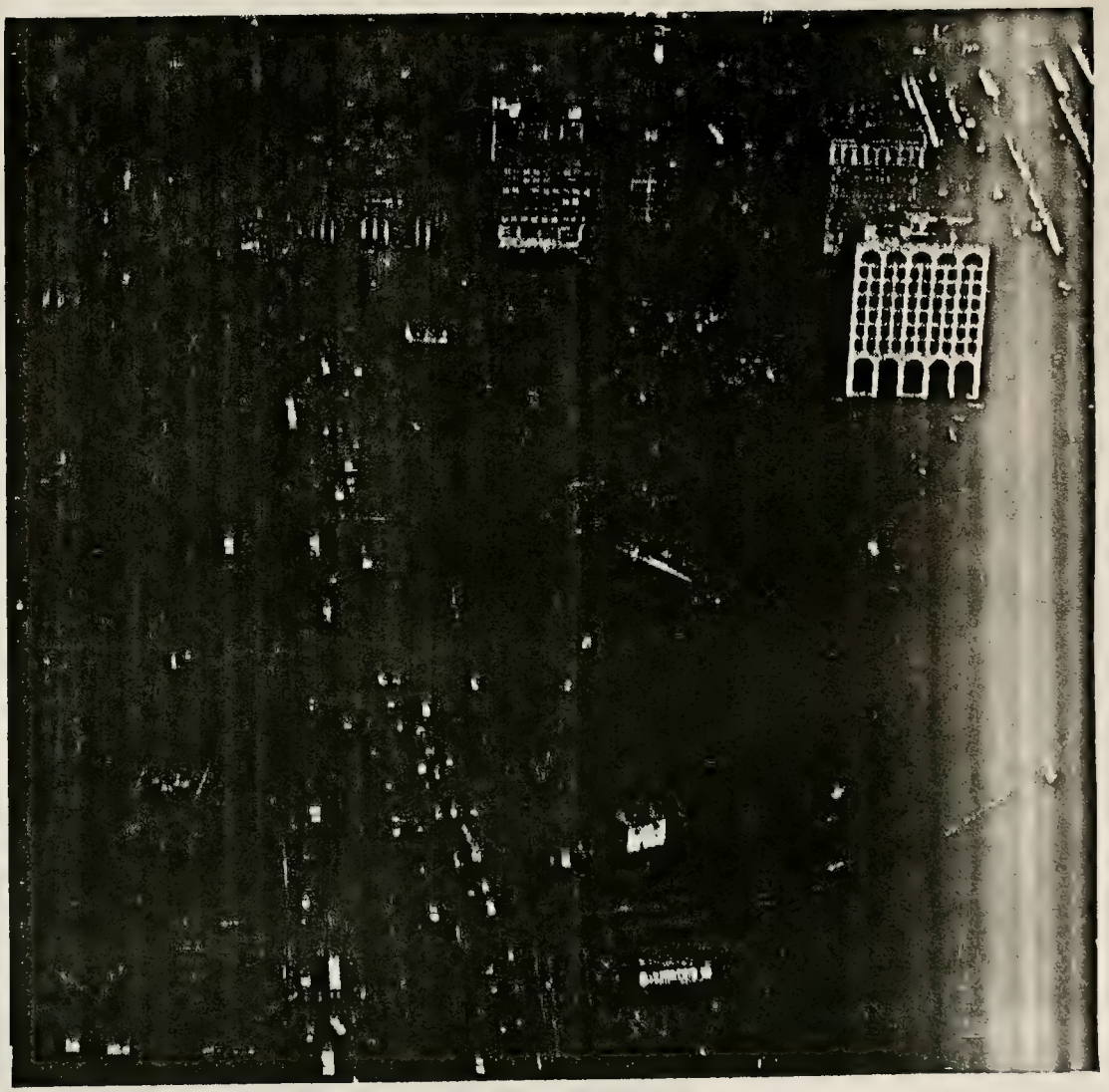
I. Design
II. Pro Forma

DESIGN



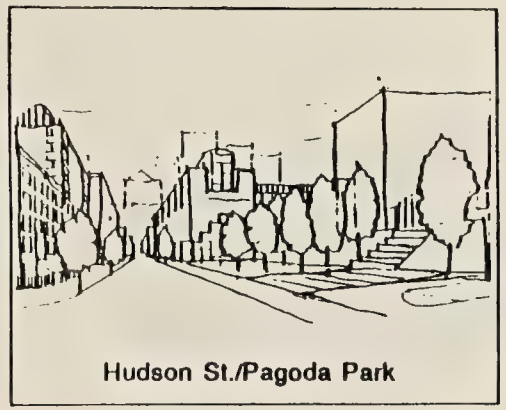
View from Turnpike

Entrance to the site

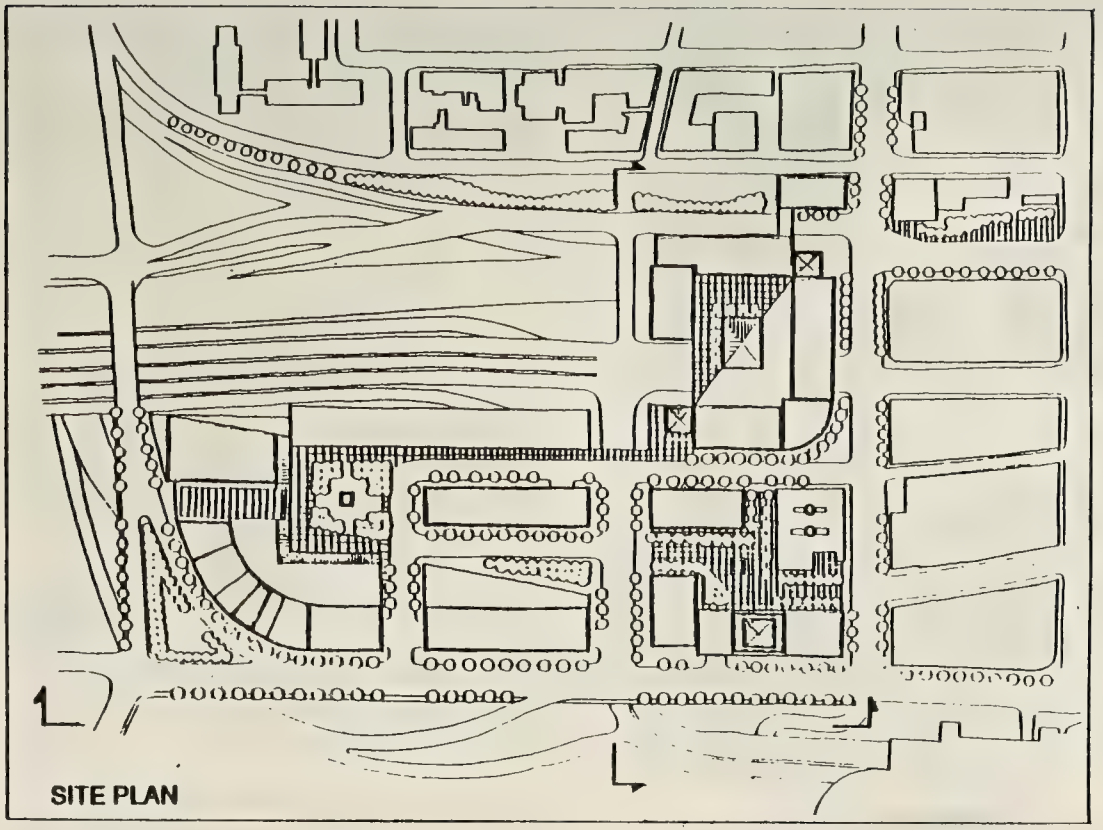


Asian market

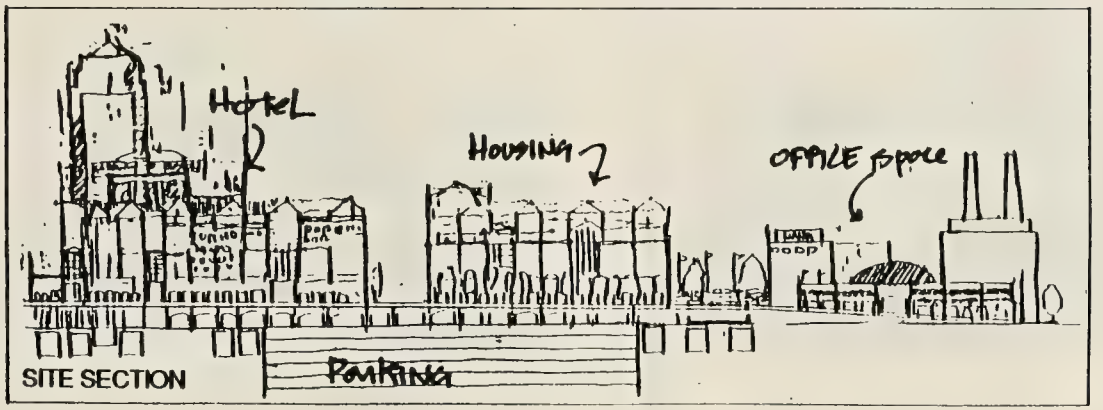
Kneeland Street



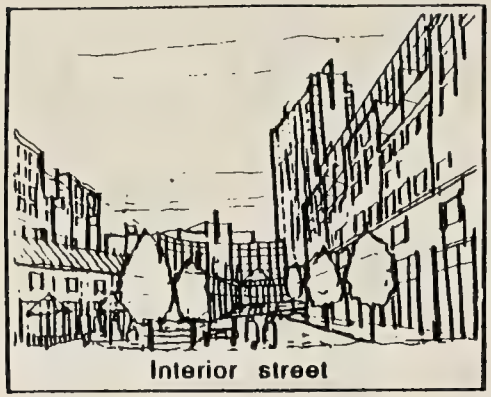
Hudson St./Pagoda Park



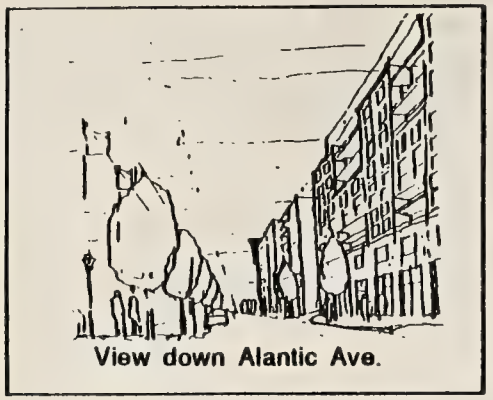
SITE PLAN



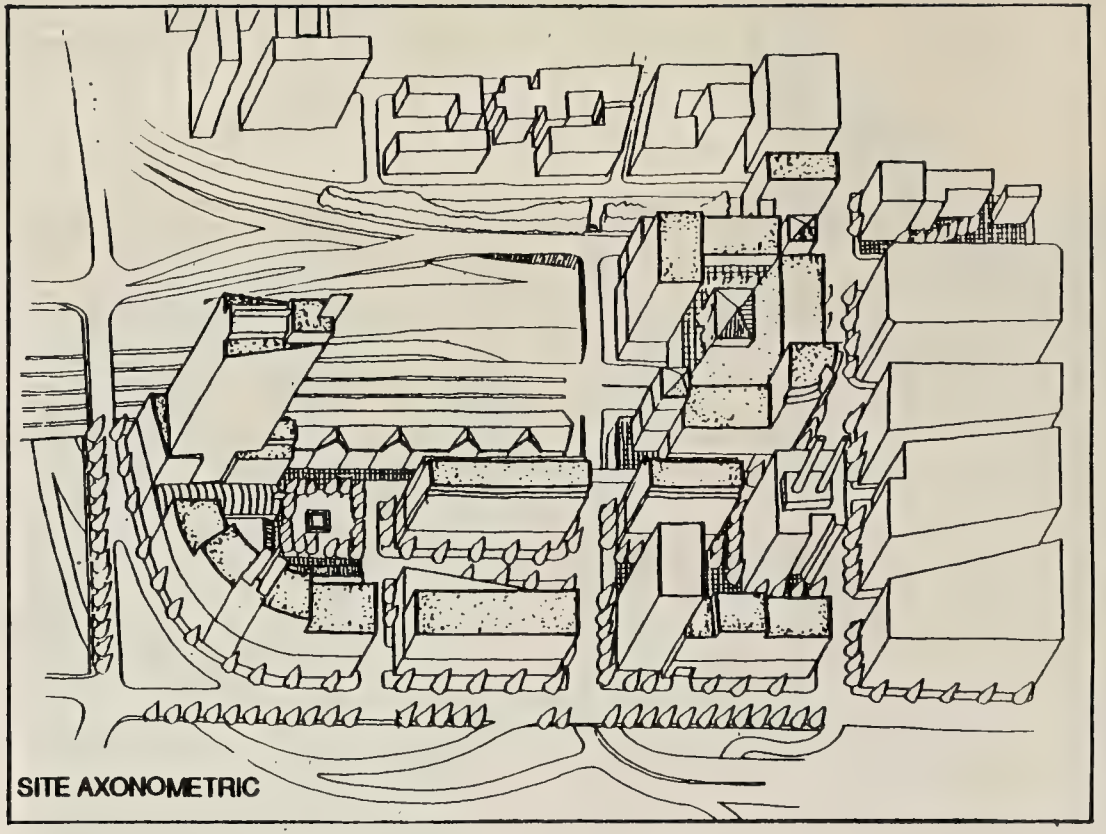
SITE SECTION



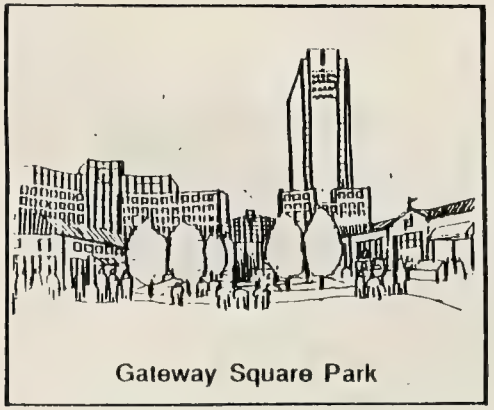
Interior street



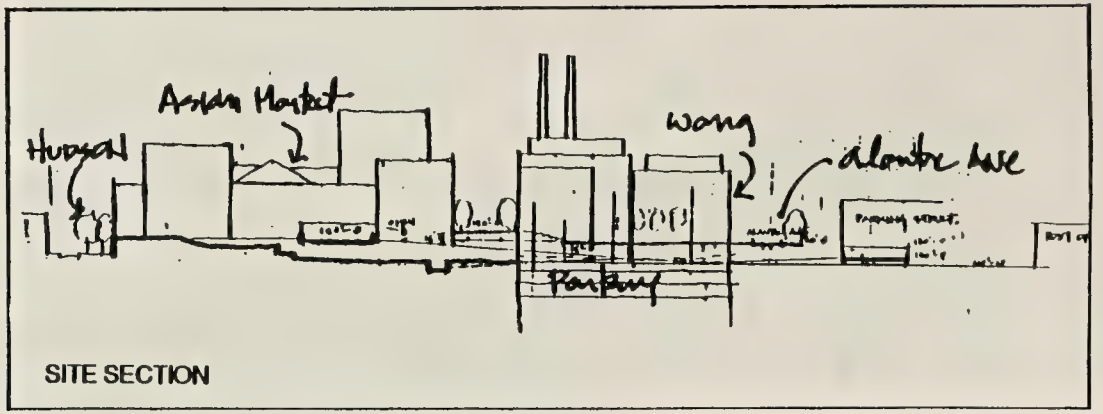
View down Alantic Ave.



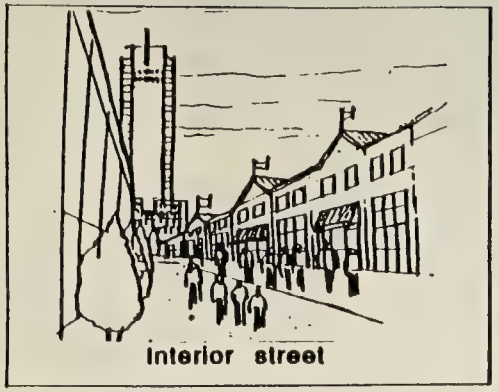
SITE AXONOMETRIC



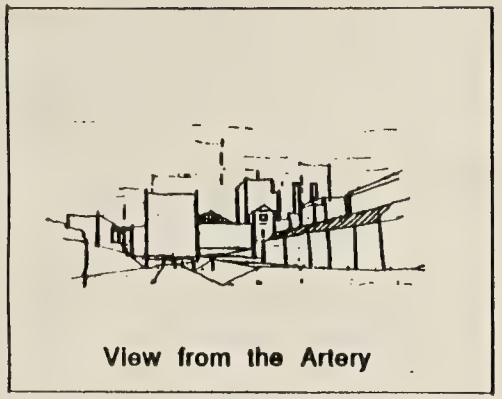
Gateway Square Park



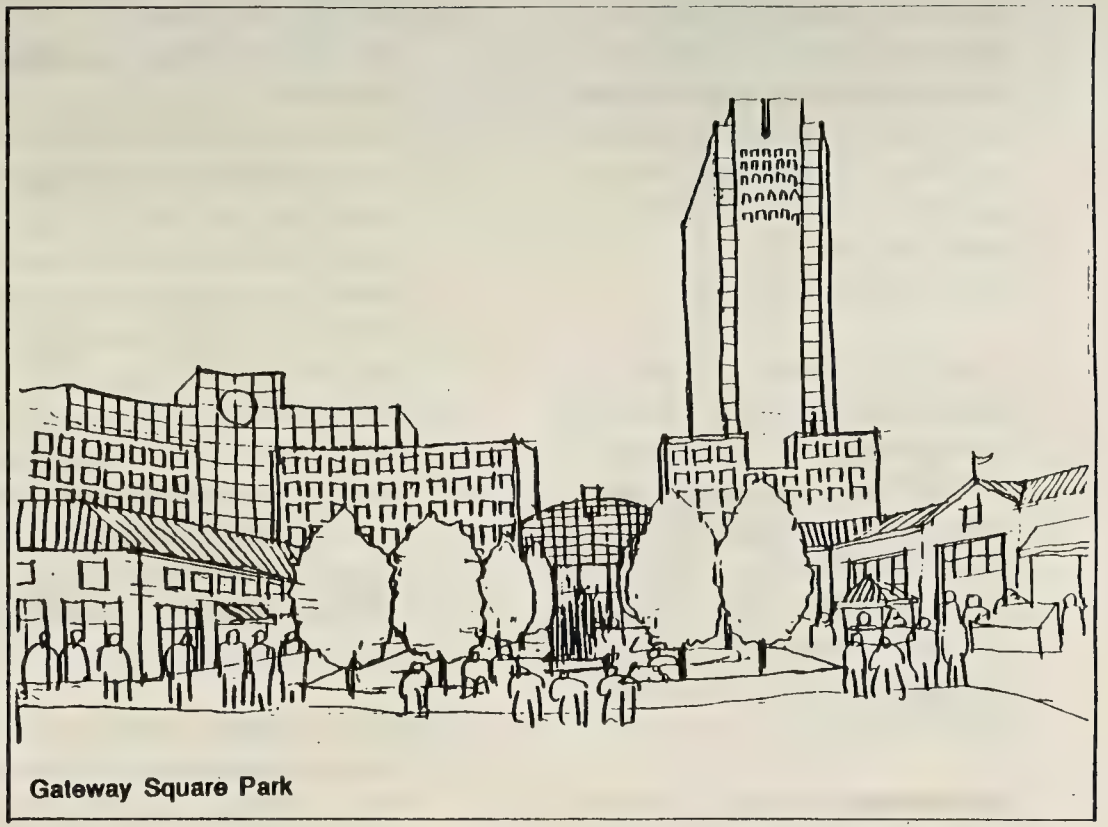
SITE SECTION



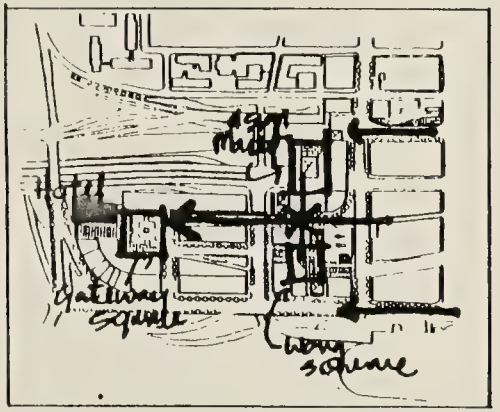
interior street

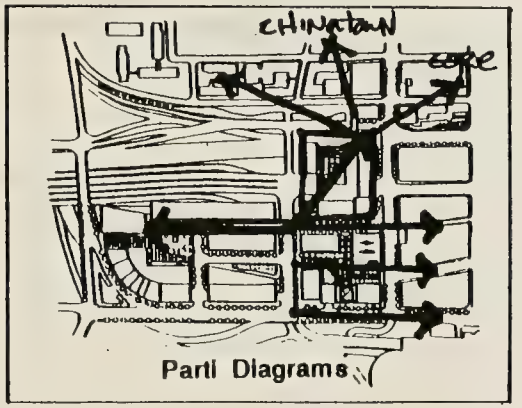


View from the Artery

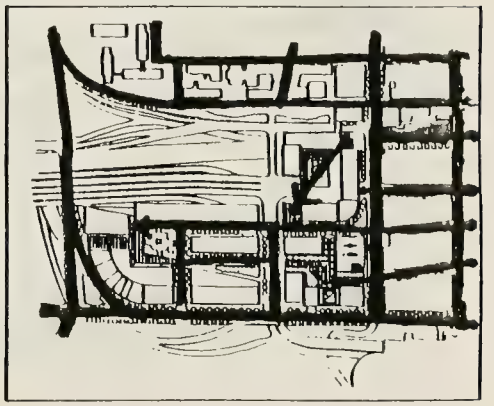


Gateway Square Park





Parti Diagrams



Pro Forma

Table I quantifies the areas by use of the six development options.The options include office-retail(OR-1) development to respond to present and projected demand for office space in the Boston area. It has a gross floor area of 2,500,000 sq ft and is the same size as the Copley Place project.

A range of 3 mixed-use options are MX-1comprising office, retail, and hotel development with a total of 2,770,000 sq ft GFA; MX-2 comprising office,retail,and housing with a total of 2,028,783 sq ft GFA; and MX-3 comprising office, retail, housing, manufacturing and community facilities with 1,428,325 sq ft GFA.

The fifth option is housing (SR-1) and provides between 950 to 1000 housing units distributed equally between the high, medium and low income groups.It also includes 20,000 sq ft of local retail space and 75,000sq ft of community facilities.

Industry with manufacturing and research and development (R&D) is the sixth option with a gross floor area of 1,732,500 sq ft.
This is refered to as option IN-1 in the matrix.
Table III shows an evaluation matrix used to determine the best option among those analysed.The best option for any parameter is category 1 while the worst option is category 6.The best option is the one with the least cumulative impact score. An evaluation of the six options using the above schema shows that the first mixed-use option (MX-1) has the least cumulative score of 27, while the office-retail (OR-1)option has 30 and the industry with manufacturing has a score of 34.

Our recommendation is for a mix of uses as in the option(MX-1)which also provides the best mix of jobs and can generate enoughlinkage fee to support housing on a site more appropriate for such use.

APPENDIX I:TABLE 1:DEVELOPMENT OPTIONS:LAND-USE MATRIX(AREAS IN SQUARE FEET)

LAND-USE	MARKET-DRIVEN OFFICR-RETAIL OR-1	MIXED-USE RANGES MX-1	MX-2	MX-3	HOUSING LOW SR-1	MEDIUM	HIGH	INDUSTRY/ MANUFACTURING IN-1
OFFICE	2000000	2000000	1500000	316800	___	____	___	978150
RETAIL	500000	500000	500000	20000		20000		28250
HOTEL	____	270000	_____	____	____	____	____	_____
HOUSING HOUSING(GFA)	____	____	(501/3) 513967	(989/3) 1016625	337 ___	337 (1016625)	337 ___	____ ____
COMMUNITY FACILITIES	____	____	____	27450	___	74900	____	____
WHOLESALE MANUFACTURING	____	____	____	47450	____	____	____	416350
TOTAL GROSS FLOOR AREA	2500000	2770000	2028783	1428325	____	1111525	____	1732500

APPENDIX I:TABLE II:DEVELOPMENT OPTIONS-EVALUATION MATRIX

IMPACT	OR-1	MX-1	MX-2	MX-3	SR-1	IN-1
A: JOB:PERMANENT	2	1	3	5	6	4
B: WORKERS:RESIDENT	2	1	3	5	6	4
C: HOUSING:TOTAL	5	4	3	1	2	6
D: POPULATION GROWTH	2	3	4	6	5	1
E: FINANCIAL (TDC)	5	6	4	2	1	3
F: FINANCIAL (RETURN)	1	2	4	5.5	5.5	3
G: FINANCIAL (EQUITY)	1	2	4	5.5	5.5	3
H: FINANCIAL (LINKAGE)	2	1	4	5	6	3
I: ENVIRONMENT (OPEN) (SPACE)	5	1	3	1	3	6
J: PARKING	5	6	4	3	2	1
K: CUMULATIVE IMPACT	30	27	36	39	41	34

A: JOBS-THE BEST OPTION PROVIDES THE MOST JOBS
B: WORKERS-THE BEST OPTION HAS THE MOST RESIDENT WORKERS
C: HOUSING-THE BEST OPTION PROVIDES THE MOST HOUSING
D: POPULATION-THE BEST OPTION RESULTS IN THE LEAST POPULATION GROWTH
E: FINANCIAL (TDC)-THE BEST OPTION RESULTS IN THE LEAST CAPITAL OUTLAY
F: FINANCIAL (RETURN)-THE BEST OPTION HAS THE HIGHEST RETURN ON INVESTMENT
G: FINANCIAL (RETURN)- (SAME AS F ABOVE)
H: FINANCIAL (LINKAGE)-THE BEST OPTION YIELDS THE LARGEST PAYMENT
I : ENVIRONMENT-THE BEST OPTION HAS THE LEAST SITE COVERAGE AND THUS THE GREATEST NETT AVAILABLE AREA FOR GREENERY AND COMMUNUAL OPEN SPACE
J: PARKING-THE BEST OPTION HAS THE LEAST PARKING REQUIREMENT
K: CUMULATIVE SCORE-THE BEST OPTION HAS THE LEAST CUMULATIVE SCORE

APPENDIX II:DEVELOPMENT OPTION -IMPACT MATRIX

IMPACT	OR-1	MX-1	MX-2	MX-3	SR-1	IN-1
JOBS:TOTAL PERMANENT	8671	8966	6789	1916	220	4367
SERVICE	4127	4191	958	115	1352	101
CONSTRUCTION						
WORKERS: COMMUTER	1152	1285	645	231	176	413
RESIDENT	2990	3078	1404	544	436	1044
HOUSING:T/SITE UNITS	----	----	501	989	989	----
OFF SITE DEMAND	768	856	480	204	167	275
AFFORDABLE COMPONENT	256	285	327	398	385	92
POPULATION: T/POP.CHG	1724	1922	2355	2864	2775	618
T/ENRL.CHG	190	211	245	298	298	68
FINANCIAL : T/DEV.COSTS ($'000)	$861,250	$954,125	$706,258	$513,270	$410,531	$554,400
(FREE & CLEAR) RETURN	10.5%	9.5%	8%	4%	4%	9%
(CASH-ON-CASH) RETURN	12.5%	11%	10%	6%	6%	11%
LINKAGE('000)	$15,000	$16,620	$9,089	$2,470	$120	$10,395
ENVIRONMENT:T/SITE AREA	609840	609840	609840	609840	609840	609840
DENSITY/F.A.R.	5.65	6.26	4.63	3.37	2.69	3.64
EFFICIENCY	85%	85%	85%	85%	87.5%	80%
TOTAL/BUILT-UP AREA('000)	3445	3816	2825	2053	1642	2217
NET RENTABLE AREA('000)	2125	2354	1724	1214	972	1386
GROSS FLOOR AREA('000)	2500	2770	2029	1428	1111	1732
% SITE COVERAGE	51%	48%	50%	48%	50%	65%
BLDG FOOTPRINT	311018	292723	304920	292723	304920	396396
NET AVAILABLE AREA(L'SCAPE)	298822	317117	304920	317117	304920	213444
NO. CAR PARK SPACES	2700	2990	2275	1785	1516	1386
PARKING AREA REQ'D	945000	1046500	796250	624750	530600	485100